DOCUMENT RESUME

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IDENTIFIERS	SADMESS; *Student Assisted Development of Materials for Envi

ABSTRACT

This Scrapbook is a description of how eight 12th grade students, with help from the professional staff of the Social Science Education Consortium, planned and put on a community environmental fair in Boulder, Colorado. The Boulder Experiments Fair grew out of an environmental education project conducted by SSEC and funded by the Office of Education. The name of the entire project was the Student-Assisted Development of Materials for Environmental Social Studies (SADMESS). Divided into two groups, SADMESS worked on two major projects during their 16 months at the Consortium--a book, "Sunshine Unfolding" (SO 006 207), and the Boulder Experiments Fair. This book describes the fair from the very early brainstorming sessions to the final post-fair feedback. Some of the chapters are: Getting Organized; Getting the People; Getting Permission; Getting the Work Done; Getting it all Together; and Getting Feedback. The final report of the SADMESS project is described in SO 006 208. (OPH)

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ED 081707

boulder experiments scrapbook

A Description of How the Student and Professional
Staff of the SADMESS* Project Planned and Put On A
Community Environmental Fair

Publication #152 of the

Social Science Education Consortium, Inc.
855 Broadway
Boulder, Colorado 80302

December 1972

*SADMESS is an acronym intended to apply to the state of the environment, not the project. If you must know, it stands for Student-Assisted Development of Materials for Environmental Social Studies.

preface

The Boulder Experiments Fair grew out of an environmental education project conducted by the Social Science Education Consortium, Inc., and funded by the Office of Environmental Education of the U.S. Office of Education. The name of the total project was SADMESS--Student Assisted Development of Materials for Environmental and Social Science.

SADMESS took place over the period of about a year and a third, beginning in August 1971 and running through December 1972. The purpose of the project was that it was staffed by both high school students and professional educators. This led to some surprising outcomes, very different from the products of previous curriculum development projects. One of those surprising outcomes was a book called *Sunshine Unfolding*, which was conceived, researched, written, edited, designed, and pasted up by several of the students in the SADMESS project. (*Sunshine Unfolding*, SSEC publication #151, can be obtained from the SSEC for $4.95.)

The other surprising outcome of SADMESS was, of course, the Boulder Experiments Fair and this scrapbook describing it. Several of the students did not want to write "just another set of curriculum materials." Under the influence of Bob Samples of the Environmental Studies Project (a National Science Foundation effort located in Boulder), they determined to "*do* something first and then write up the 'natural *history*' of the adventure." They hit upon the idea of putting on a gigantic community environmental fair, and then preparing some "guidelines" for other students who might want to
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contains those guidelines. We
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Irving Morrissett
Executive Director, SSEC
March 1973

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put on a fair or a similar event. This Scrapbook contains those guidelines. We hope that students and teachers around the country will find the Scrapbook not only fun reading, but also "chock-full" of useful suggestions and hints for taking learning out of the classroom and into the community.

Many people had a hand in preparing the Scrapbook, including most of the SADMESS students. I'd like to single out just a few here for special mention. Janey Brunton, one of the SADMESS students, spent a great deal of her time in the late summer of 1972 culling piles of notes and writing up sections of the Scrapbook. Connie Butts also helped with the sorting and writing atthe first draft stage. Karen Wiley took what Janey and Connie had done and shaped it into a book of about 300 pages, which then had to be drastically cut to a readable and economically feasible length. Many of the SSEC staff read this second draft and made numerous helpful comments--especially Sharon Ervin and Frances Haley. Finally, Ellen Schultheis and Janet Lanich volunteered to put the illegible draft into final form. Well, actually, they were "conned" into doing it--we told them it would only take a few hours, when in actuality it took them about 90 hours to paste up and letter the final draft. Their persistence and patience is responsible for finally getting the Scrapbook out to what we hope is an enthusiastic audience!

Irving Morrissett
Executive Director, SSEC
March 1973

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-----Education................
-----School Coordination......

GETTING (UNPLEASANTLY) SURPRISE

GETTING IT ALL TOGETHER........

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COLORADO DAILY

City Experiments Fair set May 12-14

Downtown Boulder will be closed to automobile traffic for the Boulder Experiments Fair to be held May 12, 13, and 14.

Exhibits "dealing with Boulder's existing social and physical environment" will be presented in the mall created by the absence of traffic on Pearl St. from Broadway to 14th St., and 13th St. from Spruce to Walnut.

One of the fair's major experiments will be a supplement to Boulder's regular bus system. The Boulder Valley Public Schools are providing 12 small school buses to be coordinated with regular bus service.

Exhibitors for the fair include: Dow Chemical, the Capital Hill Tenants Union; Evergreen Institute; the Women's Health Collective; both the Denver Olympic Committee and groups opposed to the Olympics; and the Regional Transportation District.

The fair is sponsored by a Boulder student group, SADMESS.

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city experiments fair set

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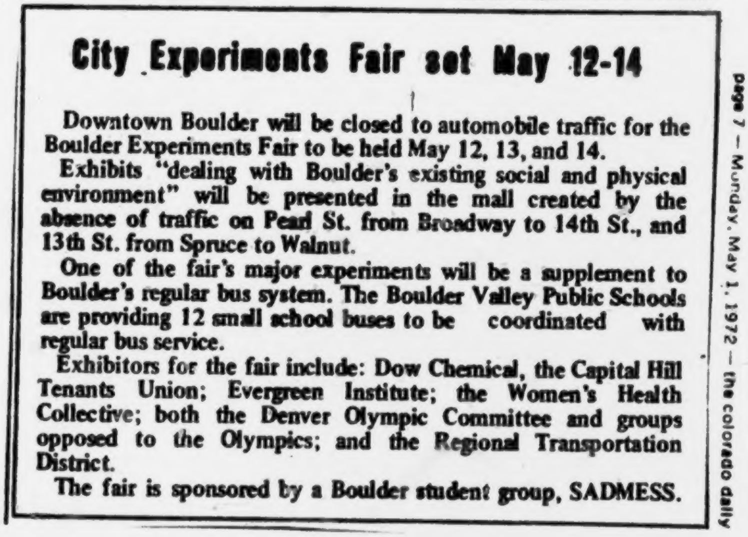
COLORADO DAILY



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Dan Bouricius Sheryl Wiggins Craig Holdrege	Other High School Students in the SADMESS Project, Who Pitched In and Helped Out at the Last Minute	
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Karen B. Wiley Regina Gray	Staff Associates of the SADMESS Project	
Connie Butts	Secretary of the SADMESS Project	
Louise Tennenbaum Steve Hodes John Rifkin	Three People Around Boulder Who Worked and Worked on Boulder Experiments, With and Without Pay	And a C
Staff of the Social Science Education Consortium Staff of the ERIC Clearinghouse for Social Studies/Social Science Education Students and Staff from the Boulder Valley Public Schools Residents of Boulder People from Denver and Golden, Colorado, and All Over the Country!	Who All Helped at One Time or Another	

2

cast of characters

Core Staff for Boulder Experiments (High School Seniors at Boulder High School and Fairview High School in Boulder, Colorado)

Other High School Students in the SADMESS Project, Who Pitched In and Helped Out at the Last Minute

The "Kids"

Co-Directors of the SADMESS Project

Staff Associates of the SADMESS Project

Secretary of the SADMESS Project

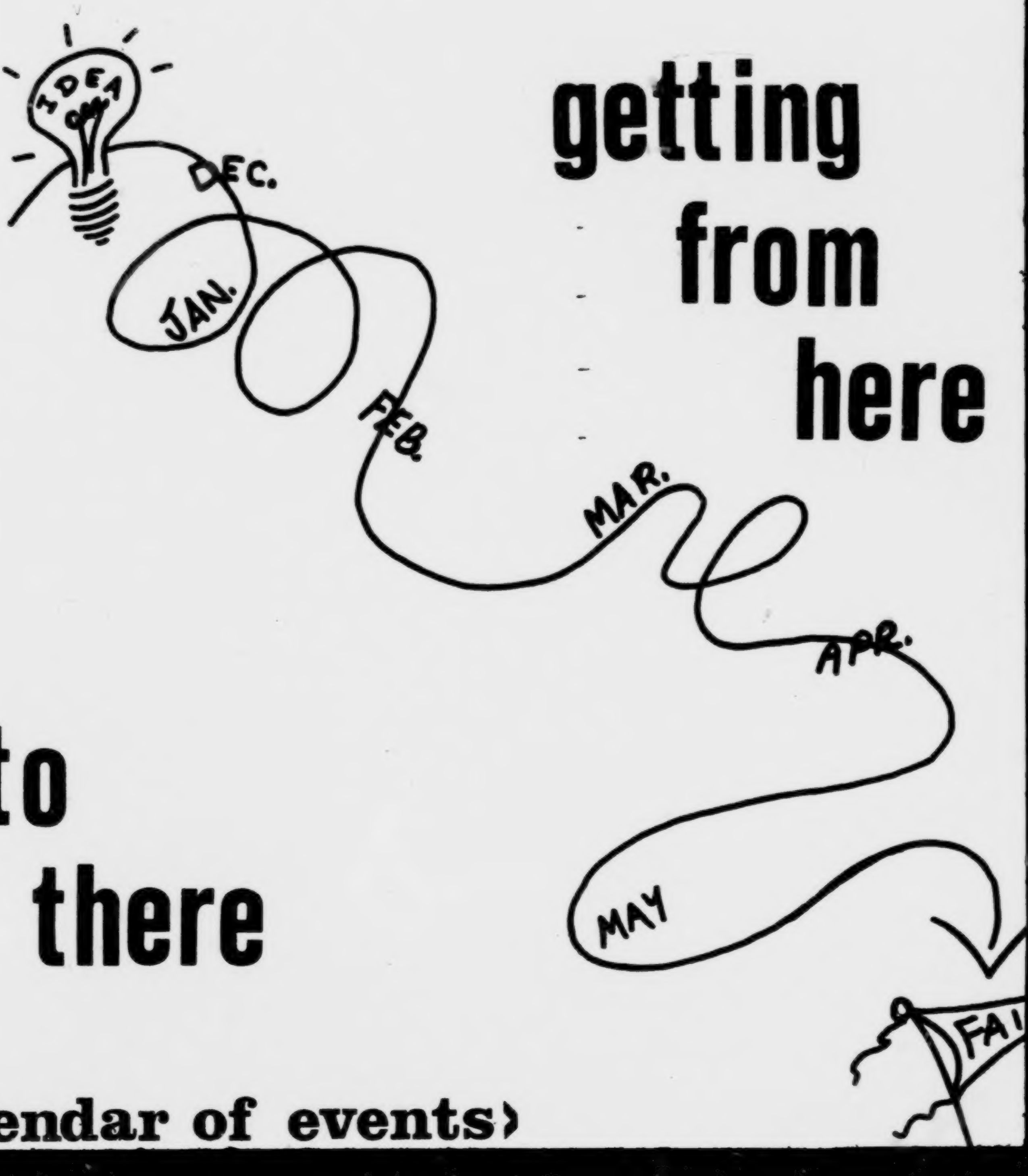
The Adults

Three People Around Boulder Who Worked and Worked on Boulder Experiments, With and Without Pay

Who All Helped at One Time or Another

And a Cast of Thousands!

getting from here to there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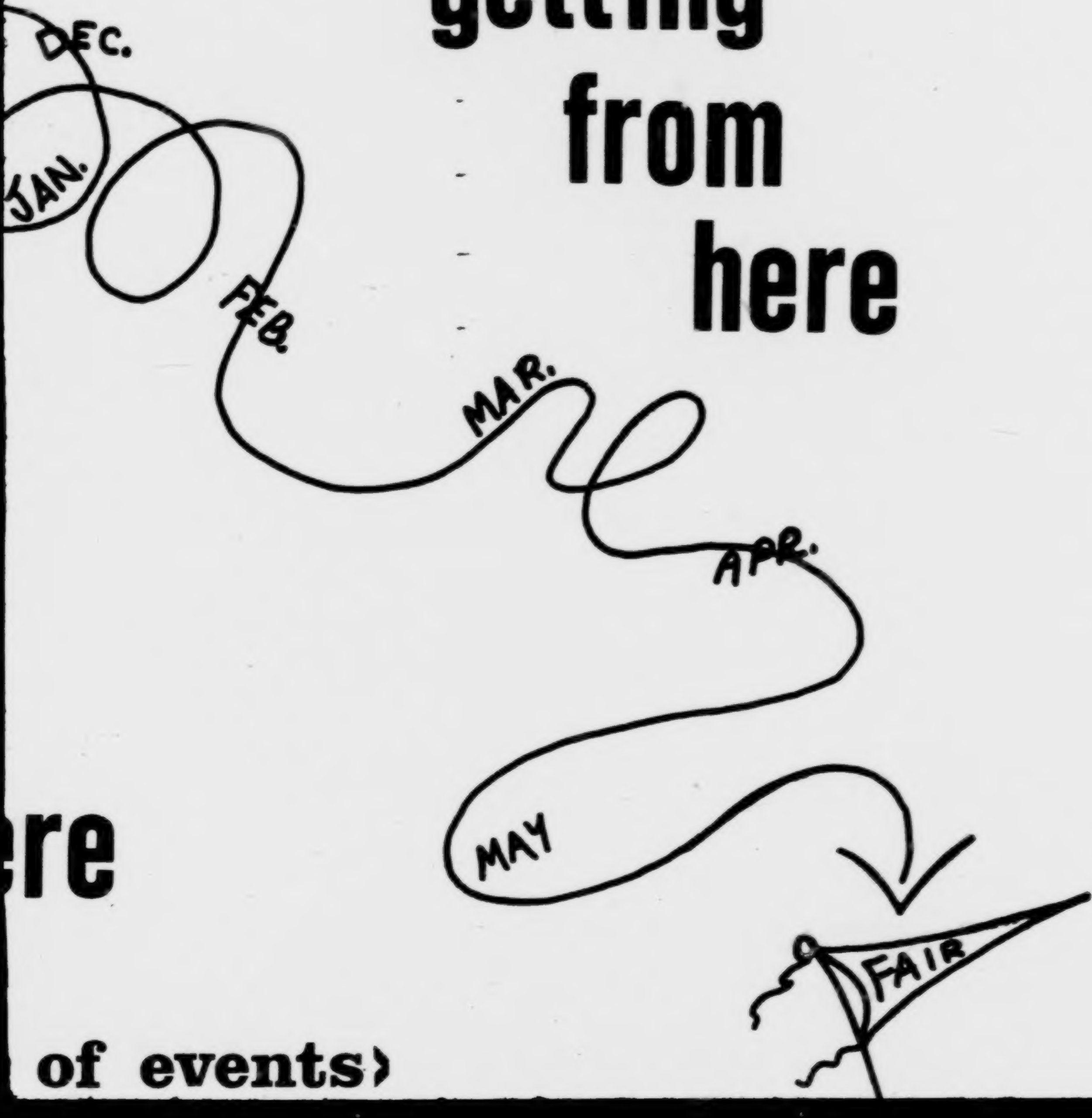
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NOVEMBER

10 Visit from Bryce Hamilton, staff member of Colorado Environmental Education Master Plan, who started our thinking about the fair.

Brainstorming Ideas

16 First draft of BE Prospectus

25

26 Thanksgiving holiday

29 Meeting with SADMESS teacher consultants from Boulder Valley Schools (BVPS)

30 First prospectus revised and "published"

DECEMBER

2 Rough draft of Master Calendar (stages of development)
First draft of guidelines for school involvement

14 First meeting with BVPS instructional Cabinet

16 Meeting with Maggie Banman, reporter for Boulder Daily Camera

20 Further elaboration of school involvement guidelines

24

25 Christmas holidays

27 Contact several city council members

30 Meeting with Tim Fuller, City Councilman

JANUARY

3 First meeting with Bob Sample, Assistant City Manager

4 Meeting with Oake Thorne, Thorne Ecological Foundation and Thorne Films

5 First contact with Downtown Businessmen's Association--meeting with Rob Smith, President

6 Meetings with Rita Majors, BVPS SADMESS teachers consultant, and Maggie Banman, Boulder Daily Camera

7 Meeting with Dale Moburg, City Planning Department
Meeting with Cal Raines, Channel 6

10 Presentation to Boulder Environmental Council

11 Meeting with UPSTEP Teacher Education staff at CU

12 Invite community leaders to be on BE Advisory Council

14 Meeting with BVPS Instructional Cabinet

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17 Presentation to PLAN Boulder
BHS and FHS semester final exam begins

18 Meeting with Brad Leach, Boulder County Sheriff

19 Karen blew up
Meeting with Cathy Miller, reporter for Town and Country Review

21 SADMESS Advisory Board luncheon

24 Meeting with Garrett Craig, Public Service Company

26 Meeting with Melba Sheppard, Youth Services Bureau
BE Volunteers meeting

27 Meeting with city officials working on environmentally oriented projects

28 Presentation to Boulder High School students

January (Con't)

31 Presentation to County Commissioners
Meeting with Carl Worthington, architect
Meeting with Russ Campbell--who's he?

FEBRUARY

2 Meeting with Charles Rolling, University Mountain Community Project

3 Volunteers meeting

4 Meeting with Rita Majors, BVPS teacher consultant to SADMESS
SADMESS party at Reggie's

6 Report to SSEC Board of Directors on BE

9 Meeting with John Moxon, Young World Development Volunteers meeting

10 Design application forms for BE exhibitors

14 Meeting with Chief of Police, Don Vendel

15 Meeting with reporter from CU Daily
Visit Charles Rolling's theater group presentation

16 BE Advisory Council luncheon
Volunteers meeting

22 SADMESS Advisory Board meeting
Meeting with Curt Johnson's class on computerized models for the Colorado Environment

23 Meeting with Steve Hodes for brainstorming
Volunteers meeting

24 Meeting with staff and pupils from Misty Mountain School

February (Con't)

25 Meeting with Joan McConkey and other representatives of the League of Women Voters to plan environmental film festival for fair

28 Presentation to Citizen's Advisory Committee on Transportation
Development of new school involvement guidelines, Louise and Lucy take over school coordination

29 Meeting with T.C. Schutt, Colorado School of Mines Glass recycling project

MARCH

1 Meeting with Elise Boulding, CU Sociology Department
Meeting with teachers at Platt Jr. High School
Meeting with Steve Boulter, Airquarius project, CU
Volunteers meeting
Visitor from Australia, Donald Butt

2 Meeting with John Green, reporter for Straight Creek Journal
Meeting with Jeff Vittal, CU Clearinghouse project
Meeting with Tim Fuller, City Councilman

3 Meeting with principal of Platt Jr. High
Meeting with Mr. Moseley, IBM

5 Karen and Allan meet to organize work and record keeping

6 BE re-organizational meeting(#4?)

7 Meeting with Paula Hanrahan, Arrow Book Co.

March (Con't)

Meeting wi
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March (Con't)

Meeting with Pat Ryan, Superintendent BVPS, and BVPS consultants

8 Meeting with Larry Crowley, Centennial Jr. High
Volunteers meeting
BE budget meeting with Irving and Ken

9 Meeting with Jay Scherritt, computerized models of Colorado environment class, CU

10 Meeting with Walter Benjamin, Boulder Daily Camera
BE Volunteers party

11 Visit environmental fair at CU Denver Center

13 Meeting with Melba Sheppard, Youth Services Bureau
Meeting with Barbara Morrison and Kent Dewell, Citizens Advisory Committee on Transportation and city transportation department

14 Meeting with Marc Hanson of Triadome
Volunteers meeting--begin campaign to inform downtown businessmen and obtain their support
Make first batch of BE posters and arrange for distribution next day

15 Meeting with Charlotte Misnier, Mental Health Department
Meeting with John Browne of Earth Dynamics

20 Meeting with Dick Hamm, Boulder Bikeways
Meeting with Walt Becker, food coordinator at Spring Together (1971)

March (Con't)

22 Meeting with Barbara Morrison (Citizens Advisory Committee on Transportation), Kent Dewell (city transportation department), Pat Ryan (superintendent of schools), and Dwight Paradise (BVPS bus department) on bus arrangements

24 Meeting with Charles Rolling

27-31
Spring vacation

28-30
Re-organizational meeting (#5)

28 First presentation to Downtown Businessmen's Association--the crap hits the fan

30 Meeting with special committee of Downtown Businessmen's Association at Stage House II to clarify plans and map out strategy for gaining DBA approval

APRIL

3 Meeting with Bob Sample on permits
Decided to hire volunteers Steve Hodes and John Rifkin to beef up core staff until fair

4 Being compilation of complete list of exhibits and activities scheduled for fair
Meeting with teachers at Platt Jr. High
Meeting with Jay Tracey, Downtown Businessmen's Association (DEA)
Volunteers Meeting

5 Meeting with Boulder Artists Association

6 Meeting with special committee of Downtown Businessmen's Association at Stage House II

April (Con't)

7 Development of first map of fair site, including locations of activities
Presentation to Executive Council of Downtown Businessmen's Association

10 Contact banks to ask permission to use their lots for parking
First BE In-house Newsletter--assigning tasks and schedules for week as a result of reorganization meeting (#6?)

11 Connie to hospital ~~for two~~ weeks
Volunteers meeting

12 Big decision on food plans
Meeting to draw up task guidelines and schedules for coordinators
Pass out handouts on BE to League of Women Voters Historic Boulder tour

13 Prepare first draft of news release on Boulder Experiments
Meeting with SSEC staff on evaluation plans for fair

14 Presentation to Executive Council of Downtown Businessmen's Association

17 Allan begins attempting to reach George van Booven, Advisory Board member and County Commissioner, about use of Court House lawn
Dry run on DBA meeting
John obtains four trucks for recycling project from National guard
Contact Government Surplus Agency in Denver about obtaining building and electrical

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Association at Stage House II

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Dry run on DBA meeting
John obtains four trucks for recycling project from National guard
Contact Government Surplus Agency in Denver about obtaining building and electrical supplies for fair
Second BE In-house newsletter--assigning tasks and schedules for week

18 THE BIGGIE WITH THE DBA! Grand presentation of BE plans and vote on whether or not to approve them by Downtown Businessmen's Association
Also, City Council presentation scheduled--but meeting ran too late to make presentation
Volunteer's meeting cancelled this week; volunteers attend DBA meeting

19 Meeting with Kent Dewell on buses
Meeting to map out specific tasks for week for coordinators
Meeting with Mrs. Ward and Mr. Ristad, BHS sociology teachers, on fair evaluation

20 Contact Tom Trujillo about wandering mariachi band for fair
Meeting with Jim Heckel, Boulder Public Library, to plan film festival and other audio-visual stuff for fair

24 Allan still trying to contact van Booven
Meeting to plan tasks for week in detail--stress on publicity

25 Meeting with Jay Tracey of DBA and with staff members of Boulder Daily Camera to plan newspaper publicity
Volunteers meeting

26 Dry run on Community Game

28 Deadline for transportation and recycling systems to be completed

MAY

1 Karen now tries to get hold of van Booven
Take bundle of publicity information to Maggie for series of pre-fair articles in Boulder Daily Camera
Program to printer

2 Panic about getting 200 chairs and 70 tables

3 Panic about storing 200 chairs and 70 tables overnight
Meeting with Carl Chapel, City Clerk, to go over list of activities and decide what permits will be needed
Volunteers meeting; make new BE posters and arrange distribution

4 Taping of radio program on BE at KLMO
Program galleys returned from printer; proof and return for repro

5 Meeting with Gregg and Liz to plan evening shows in Bandshell
Arrange for meeting room in Public Service Company building for presentations of Denver Olympic Committee and learn that anti-Olympics group (Citizens for Colorado's Future) must make their presentations elsewhere
Programs finished, distribution during weekend

6 Workshop on dome construction

8 Meeting with Bill Ellis, Public Service Company, to make arrangements for electrical wiring
Evening: NIXON ANNOUNCES MINING OF HAIPHONG HARBOR; peace marchers take to Boulder's streets

9 Six-hour meeting of SADMESS, SSEC, and ERIC/ChESS staffs: can we have the fair? should we do anything to incorporate war issue? End with tear gas floating in window from demonstration a block away. check with Bob Samples, ___Munsen to see how city and businessmen feel about continuing with fair plans. Irving's memo stating the Boulder Experiments position in view of events of last two days--proceed with fair!
Learn that BVPS may withdraw buses if demonstrations don't calm
Panic about getting enough trucks to move tables and chairs to and from fair site--decide to rent one

May (Con't)

11 News conference on BE--only one reporter shows, because news media are still overwhelmingly occupied with anti-war demonstrations
Final listing of all activities scheduled for the fair to city manager's office
Building of dome begins

12 ONE DAY TIL FAIR TIME! Rainy.
6:00 p.m.--streets closed, no parking signs up, block captains chalk out exhibit areas on streets, Fair HQ trailer arrives
1:00 p.m.--Steve McElroy performs a miracle: gets Public Service Company to loan dome builders a crane for the afternoon to get the big dome up
Frantically making toilet signs, trash barrel signs, fair directories, bus route signs back at the SSEC

May (Con't)

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staffs: can we

May (Con't)

have the fair? should we do anything to incorporate war issue? End with tear gas floating in window from demonstration a block away. check with Bob Samples, ___Munsen to see how city and businessmen feel about continuing with fair plans. Irving's memo stating the Boulder Experiments position in view of events of last two days--proceed with fair!
Learn that BVPS may withdraw buses if demonstrations don't calm
Panic about getting enough trucks to move tables and chairs to and from fair site--decide to rent one

11 News conference on BE--only one reporter shows, because news media are still overwhelmingly occupied with anti-war demonstrations
Final listing of all activities scheduled for the fair to city manager's office
Building of dome begins

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May (Con't)

Bus route signs distributed to points throughout the city in the wee hours

13 8:00 a.m.--yellow truck with tables and chairs arrives; buzz of activity as begin to set up fair
AND IT's OFF THE GROUND!

14 AND ANOTHER DAY--with excellent weather and no riots!
8:00 p.m.--last piece of paper picked up off the streets, trailer moved out

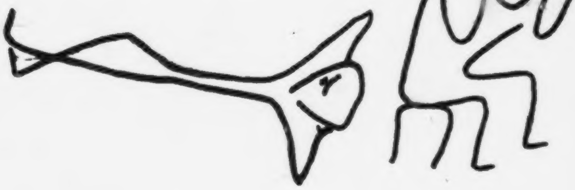
15-19
Relax for a few days, with only minor interruptions--city calling to ask us for the umpteenth time "when does the dome come down? when does the recycling trash get cleared out of Dionysus?" University calling about missing tables and chairs. Etc.

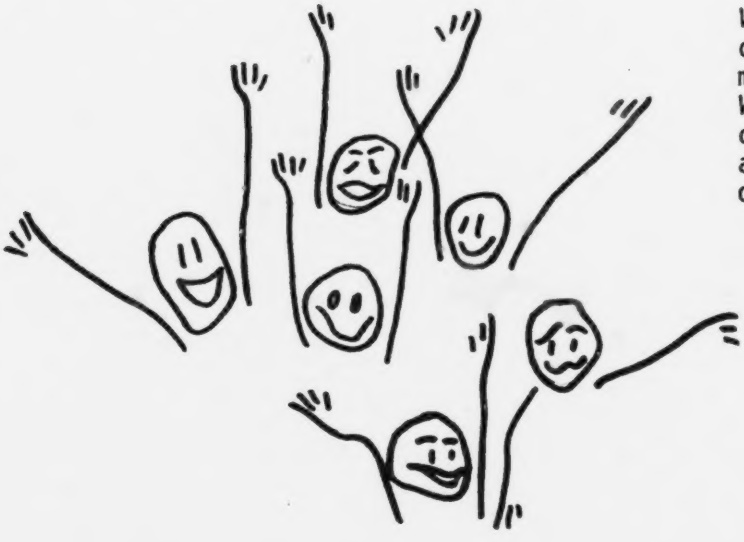
22 - June 2
Gear up again, this time to evaluate the fair--develop questionnaires, interview people, tally the data, and analyze it
Then, for the rest of summer, work on this book

getting
the
id

getting the idea

TUESDAY, NOVEMBER 9: Acute case of the blahs. One and a half months since the SADMESS project began, and our group STILL hasn't figured out what we want to do with the year! We want to do everything, and hence we do nothing.





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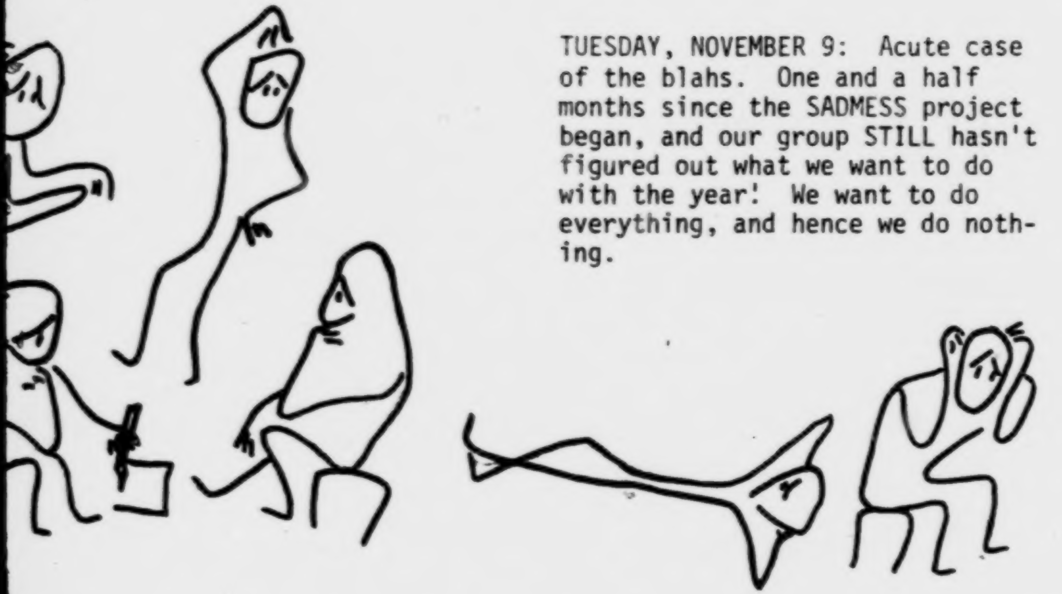

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WEDNESDAY, NOVEMBER 10: Bryce Hamilton dropped in for a visit today and casually mentioned a street fair he'd gone to in Washington, D.C. CLICK! That's it! Let's close off the streets in downtown Boulder and have a fair! The ideas came rolling out, one on top of another......................

. . . Close Pearl Street

Wandering musicians

Medieval fair, with costumes, banners

City as an organism--it "eats" energy, has a circulatory system, even

Economics of Boulder

Neighborhood participation in planning

Video-tape people on the streets

Half-hour mini-course on basic car repair

Elementary kids build little domes for

Bike paths, bike rallies and rac

Education network

Rap sessions with city V.I.P.s i

Old people reminiscing on Boulder's past

Folk dancing in the streets

Bicycle repair lessons

Research on ecologically sound living structures--a demons downtown area?

Adventure Playground

Day Care Centers

Folk singing

Methane gas general demonstration; Public Service ground and underground power lines

Hovercraft demonstration

Jitney service . . .

Street

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City as an organism--it "eats" energy, has a circulatory system, even "excretes" waste

Economics of Boulder

Neighborhood participation in planning

Video-tape people on the streets

Half-hour mini-course on basic car repair

Elementary kids build little domes for their playgrounds

Bike paths, bike rallies and races

Education network

Rap sessions with city V.I.P.s in sidewalk cafes

Old people reminiscing on Boulder's past

Folk dancing in the streets

Bicycle repair lessons

Research on ecologically sound living structures--a demonstration house in the downtown area?

Adventure Playground

Day Care Centers

Folk singing

Methane gas general demonstration; Public Service display comparing overground and underground power lines

Hovercraft demonstration

Jitney service . . .

KAREN THINKS:

We've really done a
storming and come u
ideas. But we've g
some major focus so
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before they get off
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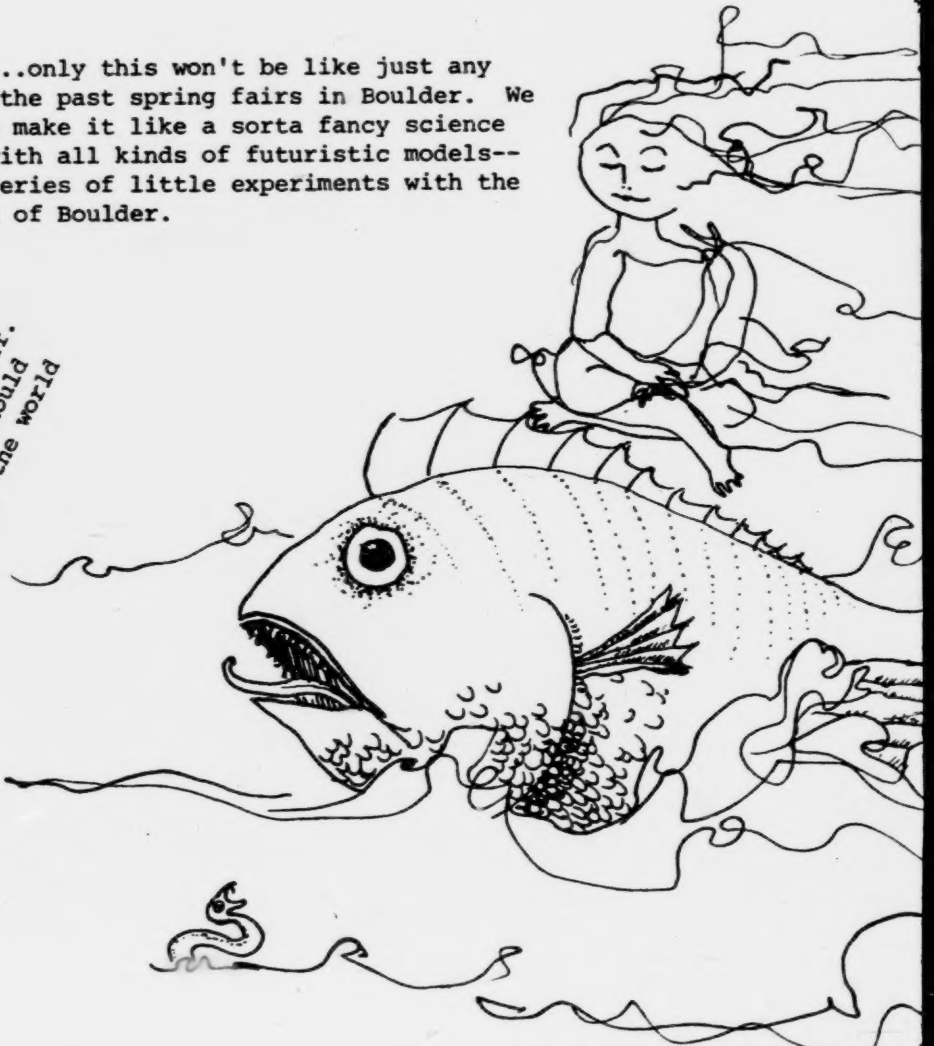
can't do EVERYTHING

...only this won't be like just any of the past spring fairs in Boulder. We could make it like a sorta fancy science fair, with all kinds of futuristic models--a whole series of little experiments with the environment of Boulder.

The whole thinking on the fair should be centered on certain serious environmental problems. For instance, we shouldn't have a booth selling macrobiotic food just for the sake of selling the stuff. Instead, the macro-biotic people should demonstrate how they see solving the world food problem.



REN THINKS:

We've really done a lot of brainstorming and come up with some great ideas. But we've got to home in on some major focus soon. On the other hand, we don't want to cut down too soon and kill some possibly good ideas before they get off the ground. But we've really got to find our focus--we can't do EVERYTHING, you know.

...only this won't be like just any of the past spring fairs in Boulder. We could make it like a sorta fancy science fair, with all kinds of futuristic models--a whole series of little experiments with the environment of Boulder.

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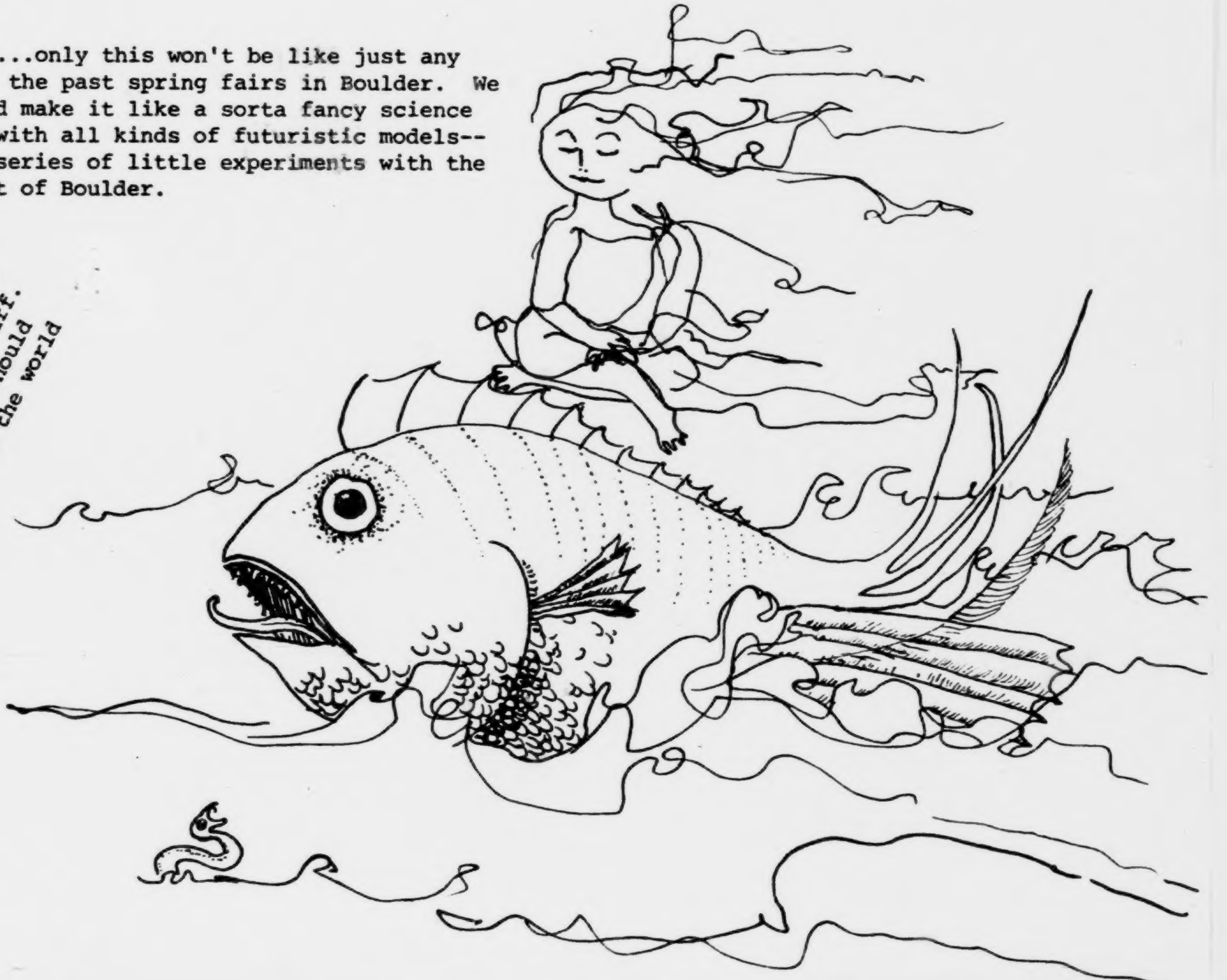
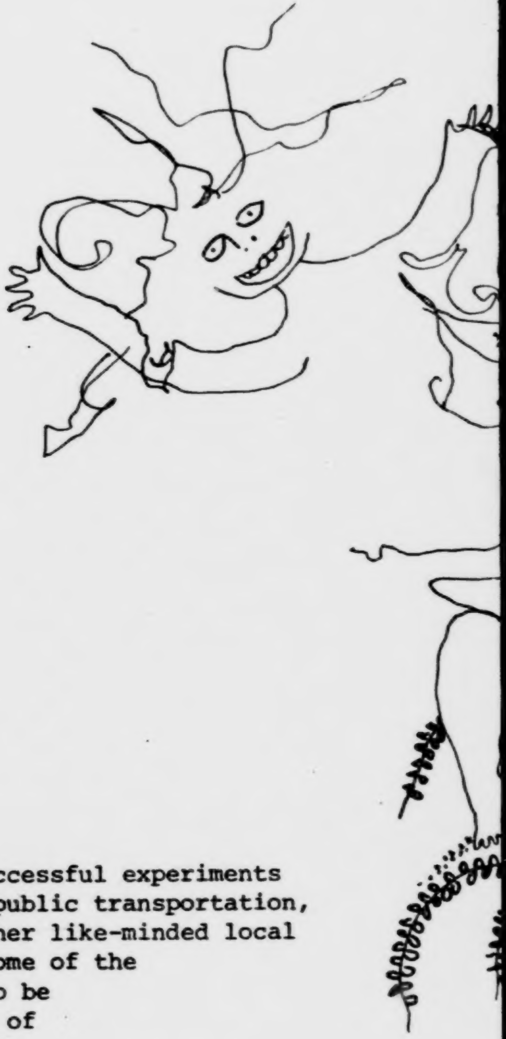


SUSANNE PROCLAIMS:



The purpose should be to carry off some successful experiments which show the success of recycling, more public transportation, a downtown mall--so that Tim Fuller and other like-minded local politicians can successfully put through some of the reforms they have in mind. The fair has to be very carefully organized to insure success of the experiments and the follow-through which will bring about the desired changes. Thus, the simulation of the Boulder Tomorrow superblock, the jitney service, the recycling pickups all have to be done so well that people are convinced of their practicality.

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STEVE SHOUTS:

On the first day,
clean. Potted pl
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people playing mu
around, jitneys b
them out of the a
people around wit
ing balloons, not
and sweet.

On the second day, there should be more focus. City fathers' current plans of the future, other group plans of the future. Bring in the booths! Have politicians and others sitting at tables available to talk to citizens over coffee or tea and crumpets--(times announced in the paper, etc.) Recycling demonstrations at some location. Kids building their own environments--adventure playground happening on lawn of court house. Have some type art displays--walk-in environments. Street theatre. Music in the bandshell, or drama. Evening lectures and movies. The idea is to go from the simple change to the big change.

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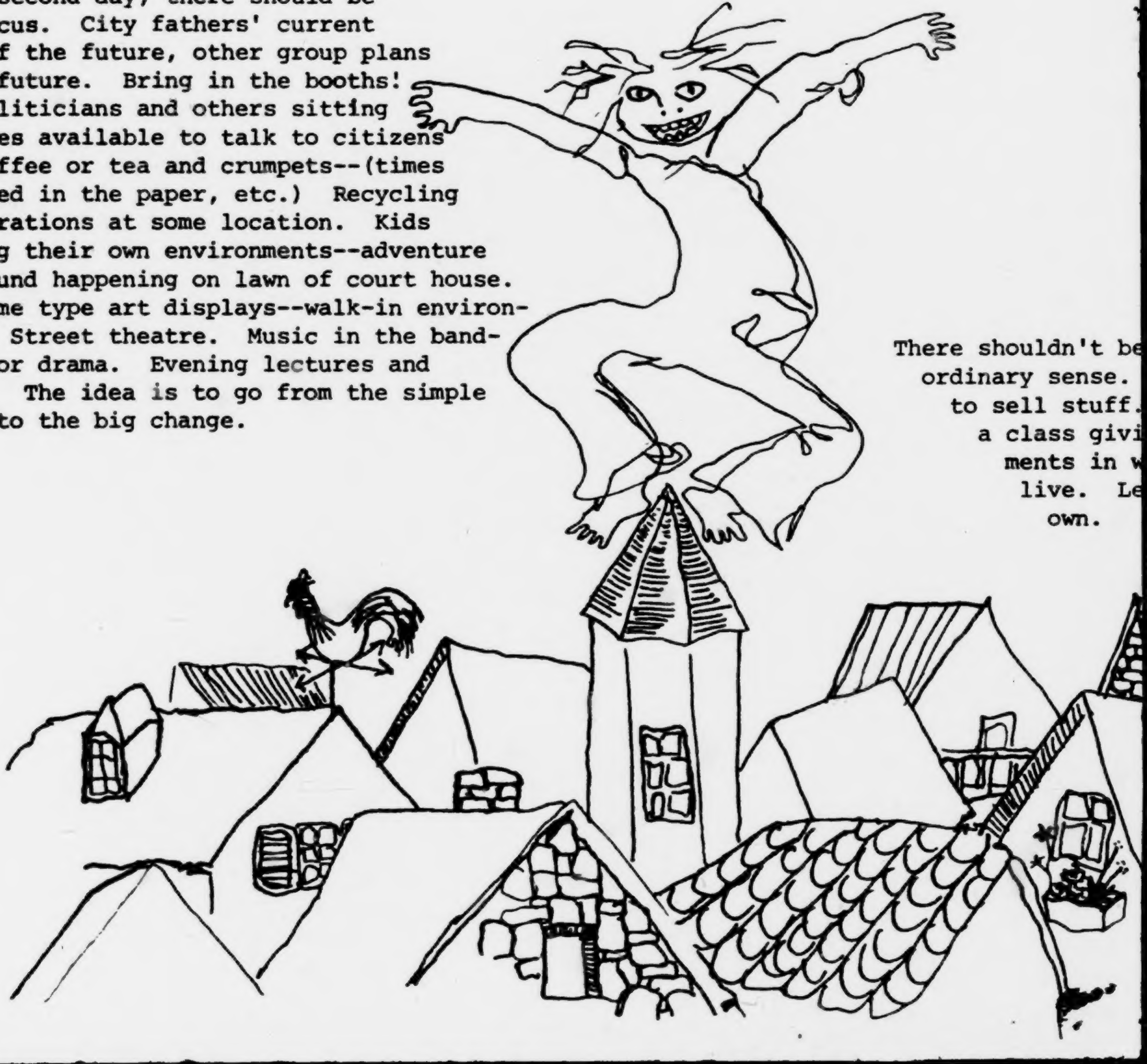

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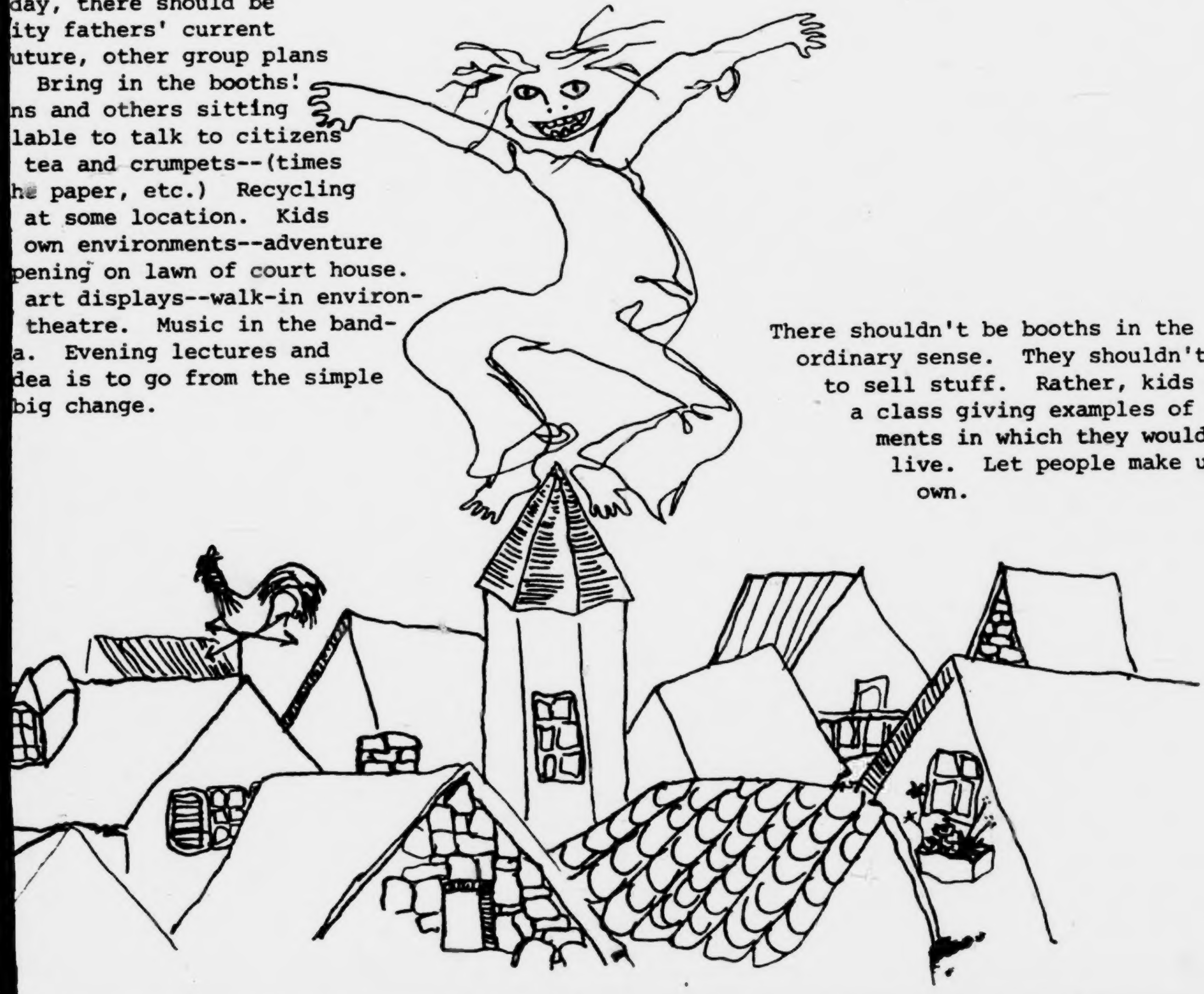
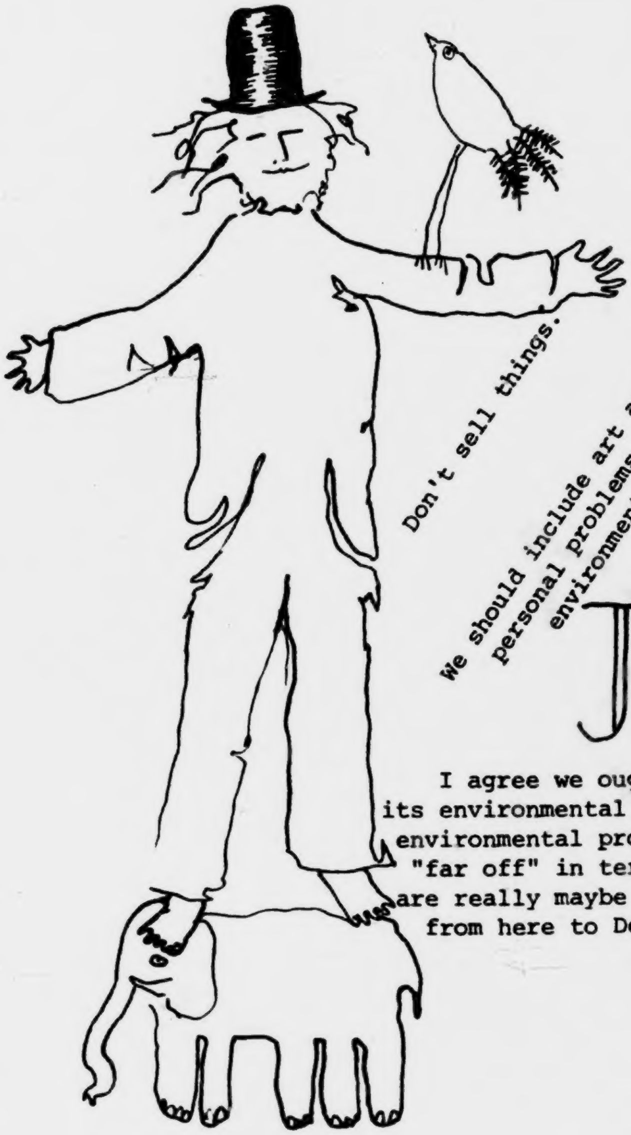
big change.

On the first day, the place should be pretty clean. Potted plants, tables and chairs under canapies, several little groups of people playing music, hovercraft wandering around, jitneys bringing people in and taking them out of the area, electric cars driving people around within the area, somebody selling balloons, nothing really heavy--just nice and sweet.

There shouldn't be booths in the ordinary sense. They shouldn't be to sell stuff. Rather, kids from a class giving examples of environments in which they would like to live. Let people make up their own.



ALLAN FIGURES:



Don't sell things.

We should include art and focus more on personal problems with and contributions to the environment.

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Maybe have an informal meeting place
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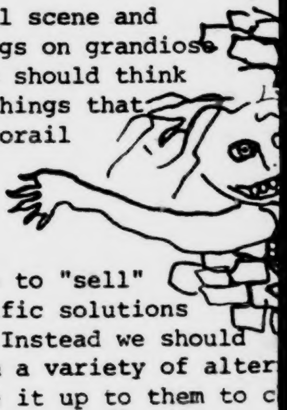
JON STATES:

I agree we ought to focus on Boulder, the local scene and its environmental problems, rather than doing things on grandiose environmental problems. But at the same time, we should think "far off" in terms of time--look at futuristic things that are really maybe closer than we think, like a monorail from here to Denver.



We don't have to "sell"
people on specific solutions
to our problems. Instead we should
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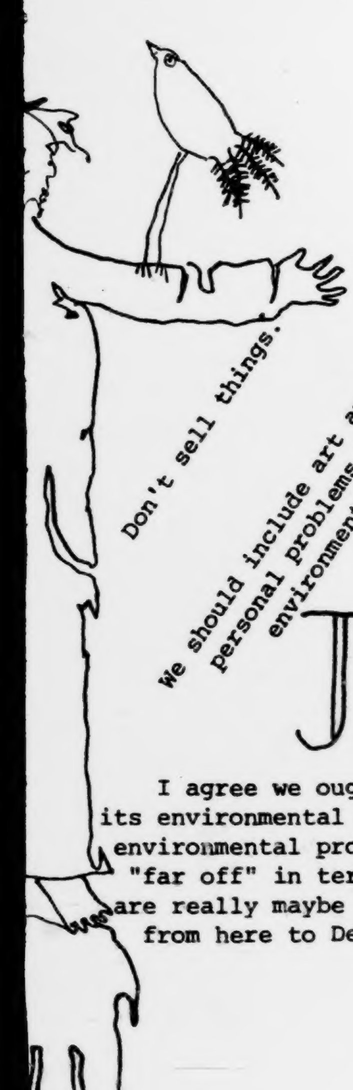
tives. Leave it up to them to c

AN FIGURES:

Susanne, I don't think all the experiments have to be or even ought to be a "success." That's not really the spirit of experimentation. Probably some of the environmental solutions that have been suggested for Boulder are lousy, and we should feel OK if your experiments show people how lousy they are. Naturally, we should do our best to carry them out as well as possible. But we shouldn't feel bad if people reject, say, the idea of a jitney service as a result of our fair. That's the whole point of experimenting--to find out!

Let's have a creation corner--artists at work, showing people how they do their thing, letting people work with their materials.



Don't sell things.

We should include art and focus more on personal problems with and contributions to the environment.

We should keep Pear Street kinda clear--just nice and open with tables and chairs and flowers and sidewalk cafes and sunshine. Maybe have an informal meeting place for talking with town dignitaries over coffee.

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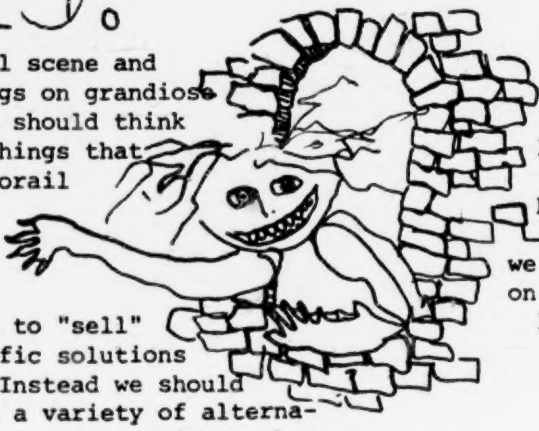
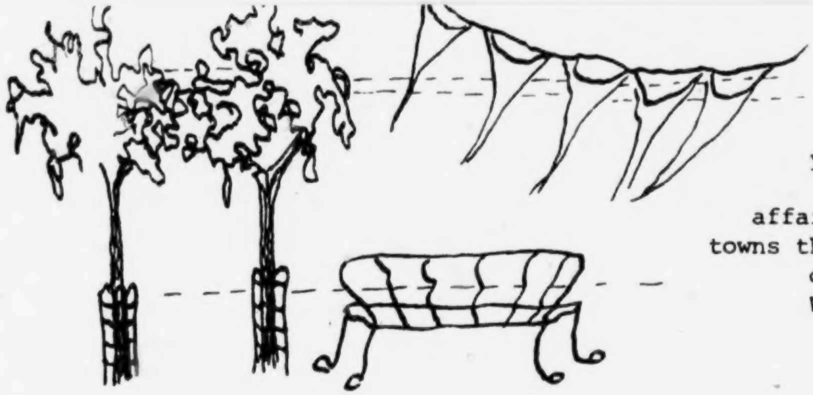


Boy, we're lookin' for one big bunch of work if we try to put on a monster like this!

We don't have to "sell" people on specific solutions to our problems. Instead we should try to show them a variety of alternatives. Leave it up to them to choose.



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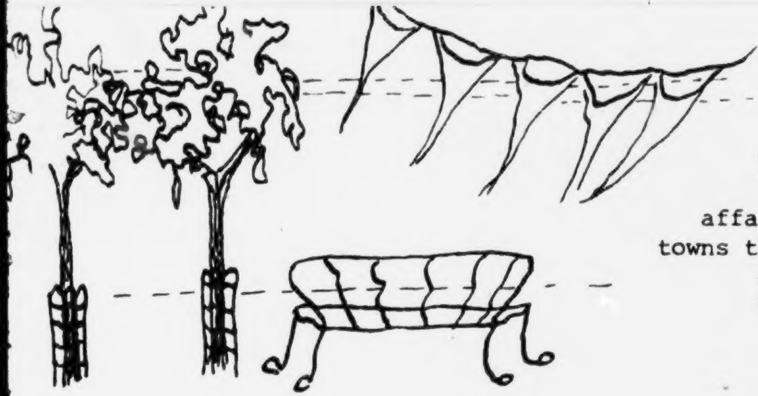
We talked about people's expectations about the time commitment that will be required to bring off the fair, the people resources available to do the work. There was considerable disagreement among us as to our ability to carry off the fair, the amount of time and work involved. It became clear that everyone except Steve has other time commitments this spring, so we can't count on much more than the regular three hours a day for the students...I came away from the meeting very apprehensive about how realistic the group is about mounting the kind of project we have in mind. Somehow more manpower is needed--even at the coordinating level.

SUSIE SUGGEST



They put on a big street fair in Kalamazoo last year, closed down streets and all sorts of things., It was delightful. I heard about a similar affair in Cuba. We should find out more about other towns that have put on street fairs and turned their downtowns into malls for short periods of time. We could get lots of ideas from them.

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SUSIE SUGGESTS:

BOULDER EXPERIMENTS

A Community Fair to be Held on May 12, 13, and 14

The Future

What will Boulder be like tomorrow? next year? in the year 2001?

Experimentation

The directions Boulder will take in the future--its appearance, its social tenor, the community's life--will be shaped in great part by the decisions of the people who live here. Usually the community makes the decisions that mold its life by conducting public debate over the issues, making analytical studies of the alternatives, and finally voting, in elections or through representatives on the City Council. Sometimes, however, we add another step to the process: experimentation with alternatives.

Such experimentation adds much to the community's understanding of available alternatives, thus giving us much greater power over our city's future shape. By experiencing some of the alternative solutions to problems--for instance, by trying out a new type of mass transportation service or walking through a new kind of architectural structure--we can gain some insights about how our lives will be affected by proposed changes.

The spring Boulder Experiments fair is designed to give individuals and the whole community a chance to experience a variety of alternatives open to them and to obtain feedback on responses to the experiments.

Physical and Social Environment

The experiments conducted during the fair will fall into many categories covering both the physical and social aspects of life in Boulder:

Physical	Social
Transportation	Education

This is the idea
up

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Physical	Social
Transportation	Education
Land Use and Zoning	Communications
Economic Activities	Economic Activities
Population	Population
Structures	Participation, Decisionmaking
Waste Handling--Recycling	Life Styles
Energy	Cultural Life

In each of these areas, the planners of the fair are encouraging individuals and groups in the community to develop experiments to be carried out during the fair. For instance, in the area of transportation, fair activities will include: experimentation with a jitney or shuttle service, developing ways to encourage the use of buses, possible re-routing or addition of new routes for buses during the three days, designing new arrangements for parking, a bike paths project, and demonstrations of new kinds of vehicles, such as hovercraft, electric cars, and steam cars. In the area of education, we are planning demonstrations and lessons on skills for coping with complex technology--such as bike and auto repair, plumbing, carpentry, opportunity to observe the Misty Mountain school in session at the fair, short creative learning experiences conducted by the Environmental Studies Project, an art equipment checkout stand, provision of space for special informal discussion groups, and a soapbox corner complete with soapboxes for speakers to stand on. The fair will feature many other opportunities to experience novel environments and learn about innovative social and physical mechanisms: the downtown "superblock" area will be closed to automobiles to permit the free flow of pedestrian traffic; the University Mountain Community will be demonstrating a variety of new, ecologically sound energy systems; recycling pick-up points will be established at convenient locations; and so on.

Broad Community Participation

The initiators of the Boulder Experiments project are a group of high school students from Fairview and Boulder High. Many Boulderites have already volunteered their general support or their time and energy, or both, to Boulder Experiments. The Boulder Valley Public Schools and the Social Science Education Consortium are the primary backers of the students' project; in addition, personnel in the city government, from the University, from the county government, and from the business community have provided guidance, moral support, and many resources for the project.

But in order to carry out the ambitious plans of Boulder Experiments, it will be necessary to enlist the creativity and diligence of a much broader cross-section of the community. The project initiators have already obtained some specific commitments for development of fair activities, but many more are needed. In addition, much help is needed in coordinating the mechanical aspects of the fair. Four committees, listed below, are being set up to carry out support and follow-up functions essential to the success of the fair:

I. "S.E.S. pool:"
   Space planning, equipment, scheduling, legal matters, security, clean-up, etc.

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I. "S.E.S. pool:"
   Space planning, equipment, scheduling, legal matters, security, clean-up, etc.

II. Public Relations:
   1. Advertising (posters, news, radio, TV, etc.)
   2. Support gathering, etc.

III. Evaluation:
   1. Planning
   2. Conducting
   3. Compiling
   4. Interpreting feedback on individual experiments and whole fair

IV. School Coordination
   Involving the public schools thoroughly in pre, during, and post fair activities

Atmosphere

The Boulder Experiments staff is very much concerned that the general tenor of working relationships before the fair and of the fair itself be stimulating, "loose," and, in all, a pleasant experience in itself. Hence, we have spent some time developing a few overall guidelines for participants to keep in mind:

Atmosphere

A. Attempt to bring resources of community into full contact with residents--out of little shells and mix with rest of community
B. Aim at ways to establish on-going ties
C. Particularly get schools out into community and community into schools
D. Non-bureaucratic, but responsible and efficient
E. If do an experiment, want success, not undying opposition
F. Things that can't do thru regular channels of communications (newspaper, radio); use all senses--taste, touch, hear, see, smell experiments
G. Things with a flair!
H. Environmentally conscientious, but don't beat people to death with that aspect
I. Little flourishes to make fair nice, but not necessarily a part of content categories
J. Things that combine physical and social categories

Would You Like to Participate?

The Boulder Experiments staff would like to spend time with you working out ideas for the fair. Every Wednesday night at 7:30 fair participants get together for planning and idea-generating sessions at the Social Science Education Con-fair activities

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clm

suggesti

BRAINSTORMING

1. Have a group of at least three people, but not more than about ten. Three people is enough to keep the ideas flowing, but over ten makes it too noisy and tense, makes it impossible for everyone to get their ideas into the pot. If you have more than ten people, you should subdivide the group and do a first round of brainstorming in smaller groups, then come together when you're ready to start the sorting out process. You might even want to subdivide a group of ten--five seems like a good number for initial brainstorming.

2. Have a stand up board with huge sheets of posting paper and felt pens. One person should be in charge of writing the ideas on the posting paper as they are suggested and another person should stand ready to tear off the sheets and hang them around the room on the walls with masking tape as the sheets are filled up. The poster should be good at getting the gist of ideas quickly and beling able to summarize ideas in one or a few words. He shouldn't worry about getting all the details down on the posting sheet; just put down enough of a hint to help everyone remember the idea when they return to it after the brainstorming for discussion.

3. Everyone in the group should RELAX. Feel free to move around, get in comfortable positions.

4. Everyone should be equipped with paper and pencils so they can jot down ideas that occur to them while someone else is speaking. After that person finishes, then they can offer their jotted down idea(s).

5. No one need be "the leader,"
might take responsibility for
not everyone is shouting out
ideas are clarified if there
and that one gets drowned out
session. Generally, however,
session should be run as open
and informally as is humanly

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suggestions for generating ideas

5. No one need be "the leader," though the poster might take responsibility for making sure that not everyone is shouting out ideas at once, that ideas are clarified if there seems to be confusion, and that one gets drowned out or shut out of the session. Generally, however, a brainstorming session should be run as openly and democratically and informally as is humanly possible.

6. Begin by someone--anyone--throwing out an idea. Any old idea. It can be the most boring, mundane, obvious idea you every thought of. That doesn't matter. The point is to prime the pump. Your idea may kick off some really neat free association in someone else's head. And that idea, kick off another. And so forth. You might even start off with what appears to be a totally irrelevant idea, a poem, a neat image, a photograph, an object.

7. The point of brainstorming is to set off a string of free associations in the group, in which everyone's mind roams freely and creatively. Don't worry about posting "dumb" things on the sheets--at a later stage you'll be able to go back to evaluate the ideas and weed out the ones you don't like or don't think appropriate.

8. CARDINAL RULE: No one is allowed to express ANY evaluative judgments about the ideas during brainstorming sessions. No one can say, "Aw, that's dumb!" or "That's not important." or even "That's a great idea!" The minute you start evaluating each others ideas, you'll kill the creative momentum. People will become shy about suggesting things for fear of being thought silly or dumb or whatever. And you want things that seem silly or crazy to come out, because many times an idea that seems weird initially turns into something brilliant as the group begins to work on it.

9. Don't worry the first few times the group seems to slow down and go into a silent period. Wait at

least five minutes, before giving up. Usually a silent period is simply a sort of incubation before starting off on a new series of suggestions. You can usually tell when you've really run out of ideas by simply asking whether everyone feels they can't come up with much else. Depending on the situation, perhaps an hour is enough brainstorming for one day--or two hours at the outside. by then everyone seems to get pretty tired, for brainstorming is really hard work, though it's also fun.

10. At this point, you should be ready to proceed with the next step in developing your ideas. HOWEVER, don't think that that's the end of brainstorming forever in your project. You'll find that you'll need to include brainstorming sessions quite frequently as you develop your ideas and elaborate them. If you get "stuck" at some point, you might want to break into a free-flowing or a slightly more structured brainstorming session to get the group going again. Or, once you've settled on several major ideas from your first brainstorming session, you may want to go back and brainstorm "sub-ideas" for elaborating each major idea. Brainstorming is useful for breaking up log jams, for filling in blanks, and even sometimes as a way of double-checking your plans to make sure you haven't left out anything.

SORTING

1. Your brainstorming has probably covered at least three walls of the room with posting sheets of miscellaneous and undeveloped kernels of ideas. The next step in shaping these into a coherent project is to sort the ideas.

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2. You'll need a group leader for this stage, probably. But, still, he shouldn't be very dominant. His job should simply be to keep people from talking all at once and for too long on any one item. He should be very careful to make sure everyone who has something to say gets to say it and doesn't feel shut out or put down by the group. Because you're beginning to evaluate ideas now, the threat level is up. You could begin to "lose" members of the group at this stage, if you're not careful. But don't get paranoid about this potential problem--just be extra-considerate of each other.

3. The first step in sorting these ideas is for everyone to stare at all the sheets for a few minutes, just to get a grasp on the scope and nature of all the ideas generated.

4. Next, run through the whole list, one item at a time, very quickly. Quickly determine for each item whether the idea is worth further consideration at all. If there is disagreement, then leave the idea in. But if everyone says "Throw it out," then the poster should draw a line through it. The purpose of this is to weed out the most obvious misfits so you don't have to worry over them any more. It also gives everyone in the group a chance to run through the whole list once-over-lightly before beginning the knotty task of sorting.

5. Then, begin discussing each idea in terms of whether it seems to "fit" each person's overall conception of the project. You don't have to go through the list in any specific order for this--home in first on the ideas that seem to excite or appall each group member the most.

6. As the discussion of "fit" proceeds, one person should be responsible for posting the kinds of criteria for "fit" and "nonfit" used by the group members. When the group seems to be only repeating these criteria, rather than coming up with new criteria, it's time to go on to the next step. You may only have dis-

cussed a few of the ideas on the list at this point, but don't worry. You'll cover them all eventually.

7. You may want to take a little time to organize your list of criteria at this point--lumping some together, deciding others really aren't important, deciding which are THE MOST IMPORTANT criteria that the ideas should meet in order to be included in your project.

8. Now, go through all the ideas, throwing out those that don't meet your criteria. If there's serious disagreement in the group about whether they meet the criteria, leave them in with a question mark by them to indicate that the idea is questionable but deserves further consideration.

9. Depending on how garbaged up your list looks by now, you may want to have someone redo it neatly and legibly so it's easier to see and work with. It should be redone on posting sheets and posted, just like the previous list, around the room so everyone can see it.

CATEGORIZING

1. Now that you have a condensed list of ideas that appear to be in the ballpark of the project everyone has in mind (though remember, each person's conception of what the project will be like is still pretty fuzzy and they're all different!), you can start lumping the ideas into categories.

2. This is a pretty sticky operation, because there are a million ways of dividing up the world mentally. Take it wasy and just aim for some rough categories at first.

3. Everyone should stare at the list for a few minutes, perhaps jotting down some three or four categories that the ideas seeom to fall into.

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4. Then each person should write their categories down on a separate posting sheet and tape these to the walls.

5. Next, each person should explain why he sees the ideas falling out into these "natural" lumps. Other members of the group may want to ask questions to clarify each presenter's thinking and his own. But no one should evaluate the categories at this point.

6. Some new possible sets of categories may be stimulated by this process. Get them up on posting sheets and explain them, too.

7. Once you've got the categories up and everyone seems to understand them fairly well, decide which one or two or three seem to satisfy everyone the most, at least on the surface.

8. Then, using one of the category systems, go through the entire list of ideas, assigning each idea to the most appropriate category. To do this, make a separate sheet for each category, and list the ideas that fit into the category on the appropriate sheet. You may find very early in this process that the category system isn't working very well. If so, drop that system and try the next most likely one. Or modify the system so it does work. One way of telling if the system isn't working well is if too many of the ideas are being relegated to a "miscellaneous" or "unclassifiable" sheet. That means you either need more categories or you need a different set of categories that will encompass more of your ideas. Another way of telling if your category system is adequate is if you have a lot of ideas that can be classified under several headings. That indicates that either your categories aren't broad enough or they've sliced the pie in the wrong places.

9. It may be necessary at some point during steps 7 and 8 for one or two people to go off by themselves and reorganize and clarify things. It sometimes helps, when you're dealing with matters that require logicality and consistency, to have a single head pull things to-

gether and then present his conclusions to the group for further work. If for instance several of the sets of categories dreamed up under steps 3,4,5, and 6, seem to overlap and need to be worked together to form a single category system, it would probably be cumbersome for the whole group to work out the system together. One person with a head for such tasks could work it out along and then explain the composite system to the group, which would then probably make a few further modifications.

10. Once you've lumped your ideas into some categories that seem to make sense to everyone, you've got your base for setting clear, precise objectives for the project and for elaborating on the details of the project. You'll probably throw this "organization" plan away before long--not how many reorganizations and rearrangments we went through in the section on Organization in this book--but this categorized list of ideas at least gives you a base to work from.

DEVELOPING OBJECTIVES

1. By now, you've done a heck of a lot of thinking about what you want your project to be--what's in the ballpark, what's out of it, and how those things that are in it are related to each other. You're ready to develop clear objectives for the project.

2. Objectives, or goals, can be very general or very specific or anything in between. For instance, a general objective might sound something like this: "Provide opportunities for the citizens of Boulder to learn about the environmental problems of Boulder." A specific (but not as specific as possible) objective would go like this: "Set up and man a booth on automobile-produced air pollution in Boulder." It's best to stick to the general objectives at this point.

3. To develop your objectives, s
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the general objectives at this point.

3. To develop your objectives, simply look at your ideas, your categories, and your criteria for retaining or throwing out ideas. What do these things tell you about what you want to accomplish in your project?

4. It might be best for one or two people to write up the objectives as they see them. They should present these to the whole group as a "straw man"--a provisional set of objectives designed to give the group a specific thing to criticize, elaborate, modify, or (if they're good enough) approve as written.

5. Once the group has critiqued the "straw man" objectives and a revision of them, satisfactory to the group, has been made, they should probably be written up neatly and duplicated. These objectives serve two purposes: one is to keep the group itself on the right track, with a clear idea of what its goals are; the other is to give outsiders or people you want to join the project an idea of what it's all about.

ELABORATING YOUR PLANS

1. Things begin to get a little muddy now, and the precise strategies to follow are not so clear. As you elaborate your ideas and plans of action, you may want to use all of the procedures described above and many more.

2. One possible way to begin to elaborate your plans is the following:
   a. Brainstorm each category of ideas, one at a time, adding new ideas within each category and embellishing on the ones already included.
   b. Possibly do some further sorting within each category and some subcategorizing.
   c. Brainstorm resources (human, material, financial, time, space) for carrying out the ideas in each category.

d. Do a "force field analysis" on the ideas in each category: that is, list all the things that will help to accomplish an idea down one side of a posting sheet; list all the things that will hinder accomplishment of the idea down the other side of the sheet; then, see if some of the helps can cancel out some of the hinders; and finally outline a plan of action for overcoming the hinders by use of the helps.
e. Eliminate some of the ideas that appear, on this closer inspection, to be impossible or just too much hassle.
f. Leave in a few "impossibles" just to give your work some challenge and to find out if you can, beyond your wildest dreams, accomplish the impossible.

TIME TO GET ORGANIZED AND BEGIN DOING RATHER THAN DREAMING--go on to next section

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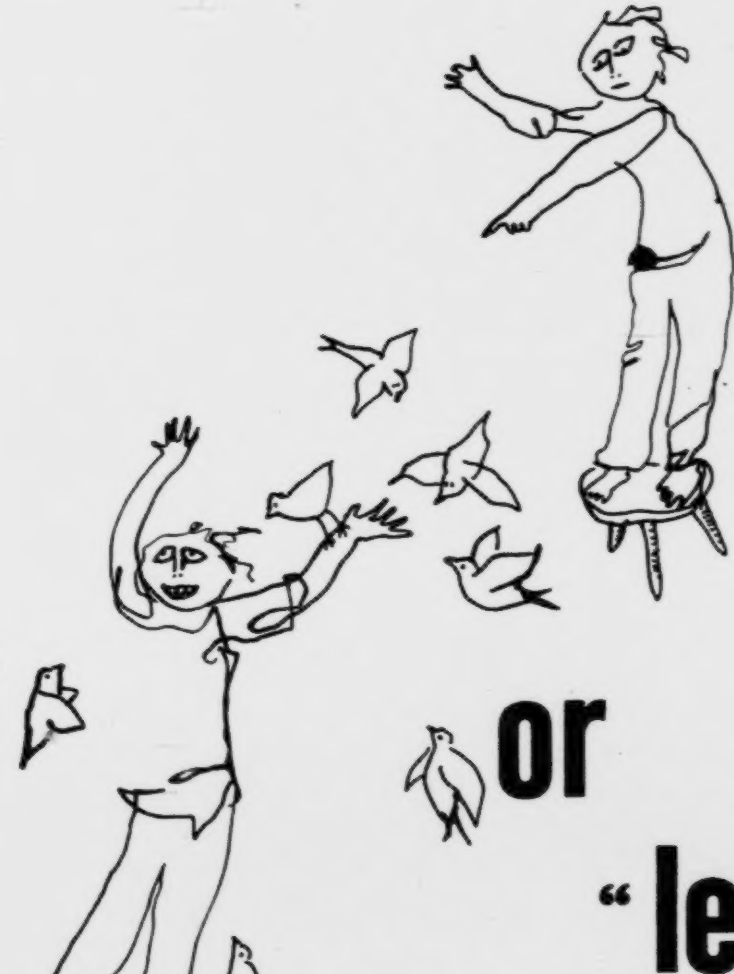
NOTE: We didn't follow this sequence--never were we so orderly as that--but we did use all of these techniques at one point or another and feel we learned enough about to be able to recommend the above procedure as one possible good approach.

When asked "What aspect of the fair seemed to go most smoothly for you?" on the post-fair questionnaire, Jon said, "Dreaming up the idea was the easiest part; after that it was all uphill."



getting
orga

or

“let it flow”

getting organized or “let it flow”

There was a constant tension all the project long between the "Let It Flow" people and the
Organized" people.

The "Let It Flow" people said:

Let's not get hemmed in by "structure" and bureaucratic routine. That kills creativity, which we're gonna need lots of. If you prestructure your ideas about the fair, that will limit what can happen. It will keep people from thinking up neat things not included in our original plans. We shouldn't jam things into preconceived, prestructured cubby holes. Relax a little! Open yourself up to some surprises!

You shouldn't worry about how we're going to get everything done. Loosen up. Things will fall into place if we let them. Don't push so hard, or you'll break those fragile creative ideas. Have a little faith that things will fall into place!

If we get hung up on schedules, procedures, paperwork, deadlines, and such bureaucratic routines, it will take the fun and the humanness out of the project. People will spend all their time on that stuff and never get out and talk with people, communicate what's going on, and get people enthusiastic about the fair. They'll worry about getting some formal report done on time, rather than communicating what they're doing informally and humanly. It will make people uncooperative and unhelpful to each other--they'll get hung up on the "my job, your job" bit. "Clear division of labor" and detailed procedures won't make people work hard and be responsible. What makes people dive in and produce is enjoyment of their work. We should make work on the fair fun, creative, fulfilling, and relaxing.

The "Let's Get Organized" p

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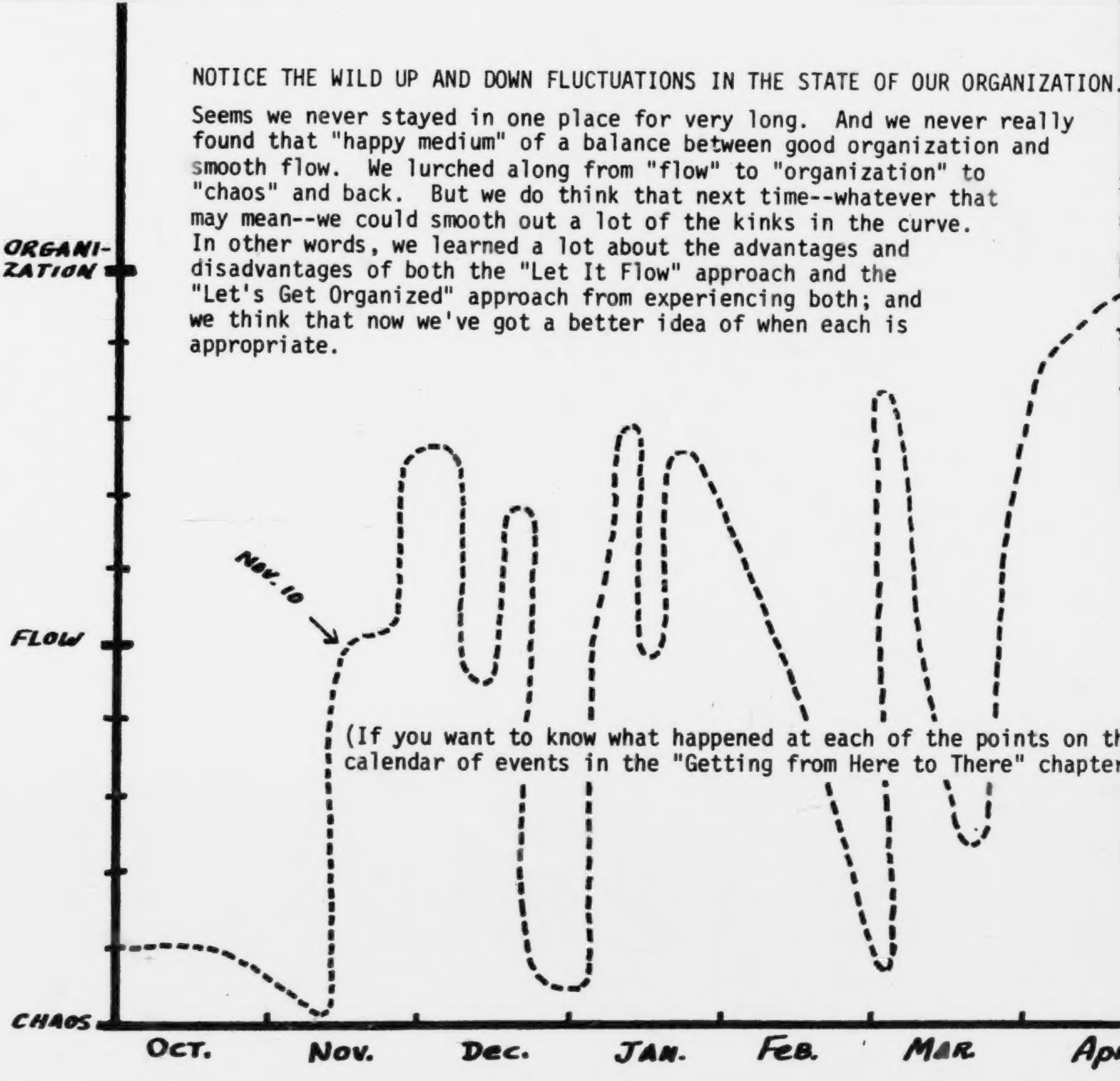
The "Let's Get Organized" people countered:

Sure, we want to be creative, too. But we can't do everything. At some point we've got to choose which goals we want to spend our energy on. We haven't got an endless supply of energy, you know. If we spend all our time being "open" to creative ideas and flitting about from this to that, never completing any task, never developing any of the creative ideas into an activity for the fair, then what good is our creativity? If it always remains just "a good idea," then what's the point? Sometime we've got to choose which of all those "good ideas" we're going to home in on and turn into something real and tangible.

Things don't always "just fall into place." If they did, then why bother at all about the fair. Won't it just happen without our putting out any effort at all? Sure, some things do "just happen." And that's great--we hope we get lots of those "gifts from the blue." But some things you have to make happen. We don't worry so much about breaking fragile creative ideas into pieces as about leaving them lying around on the shelf gathering dust.

We're not saying "build a giant bureaucracy." All we're suggesting is that organization can help communication. For instance, if you know who is working on what aspects of the fair, then you can get your questions answered quickly, with no mess, fuss, or bother. And if tasks are clearly divided, you avoid the frustration and waste of duplication of each others efforts, and sometimes creating hopeless confusion and irritation in the process. Also, if you're organized, then you got a good idea of what's already been done and what still needs to be done. That means you can easily decide where to exert the group's efforts next--who needs help and when. And maybe "clear division of labor" and deadlines and schedules and such won't make people work harder directly; but they can make the task more enjoyable. By pacing the work and dividing it up evenly, you keep people from getting overworked and tired and hyper and bitchy. If we don't get organized, we'll probably end up in a frantic panic at the last minute, trying to pick up the jobs that were left undone because they just sorta "fell between the cracks." Then we'll be screaming and yelling at each other. What happens to your fun, creative, fulfilling, relaxing atmosphere then?



NOTICE THE WILD UP AND DOWN FLUCTUATIONS IN THE STATE OF OUR ORGANIZATION.

Seems we never stayed in one place for very long. And we never really found that "happy medium" of a balance between good organization and smooth flow. We lurched along from "flow" to "organization" to "chaos" and back. But we do think that next time--whatever that may mean--we could smooth out a lot of the kinks in the curve. In other words, we learned a lot about the advantages and disadvantages of both the "Let It Flow" approach and the "Let's Get Organized" approach from experiencing both; and we think that now we've got a better idea of when each is appropriate.

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THE UPS AND DOWNS OF B.E. ORGANIZATION

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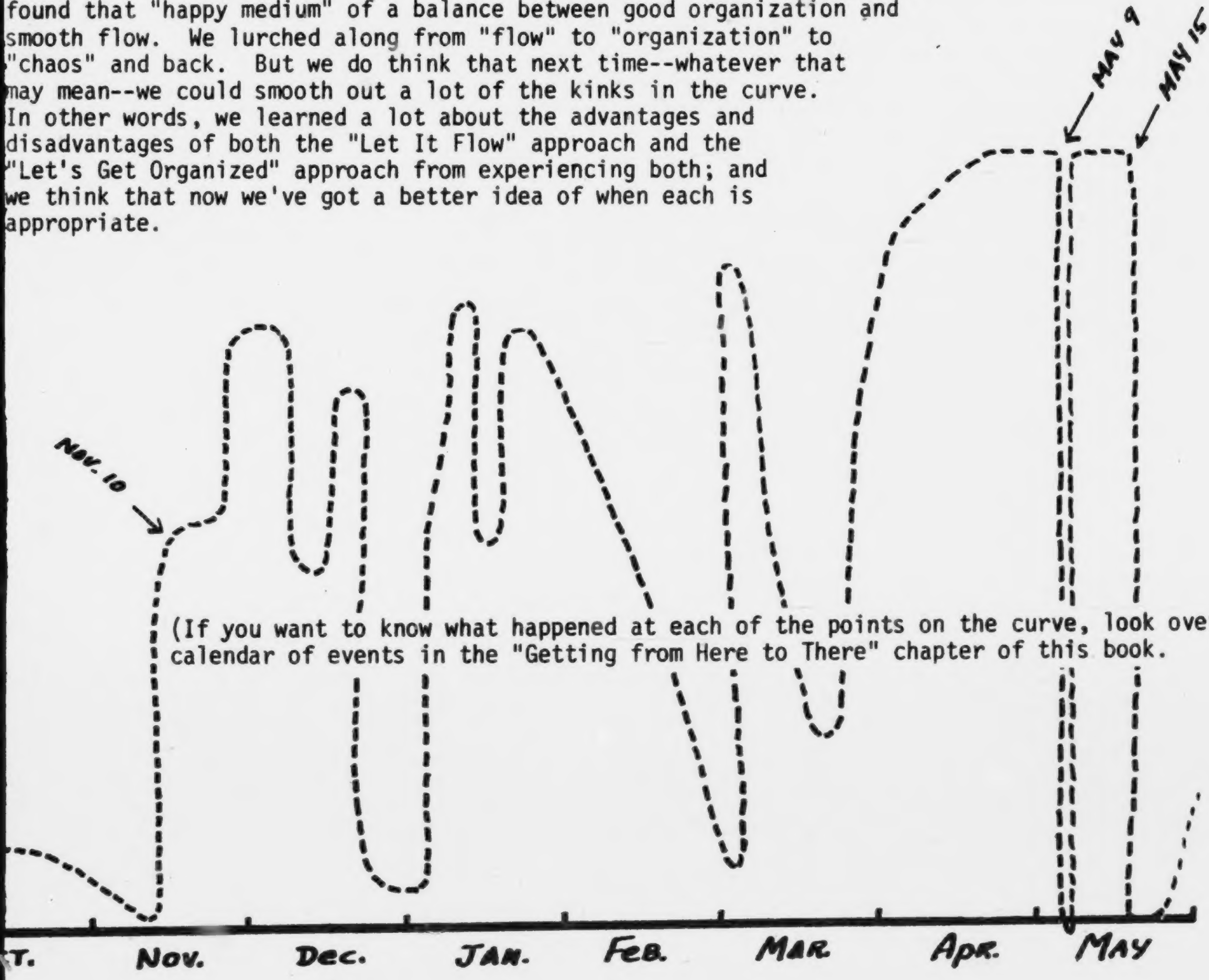

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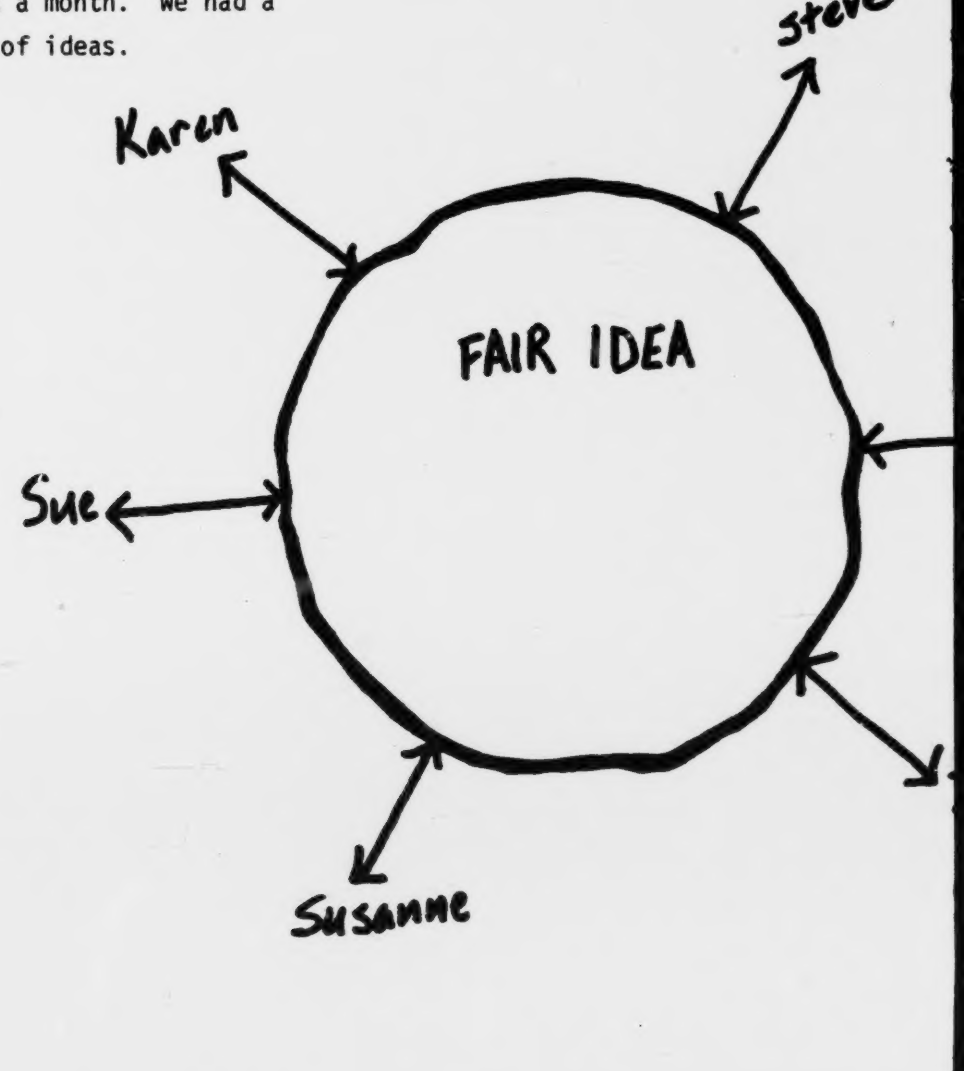
THE UPS AND DOWNS OF B.E. ORGANIZATION

Originally we had no organization. This SAD(MESS) state of affairs lasted about a month. We had a hodge-podge of ideas.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FAIR IDEA
Sue
Susanne

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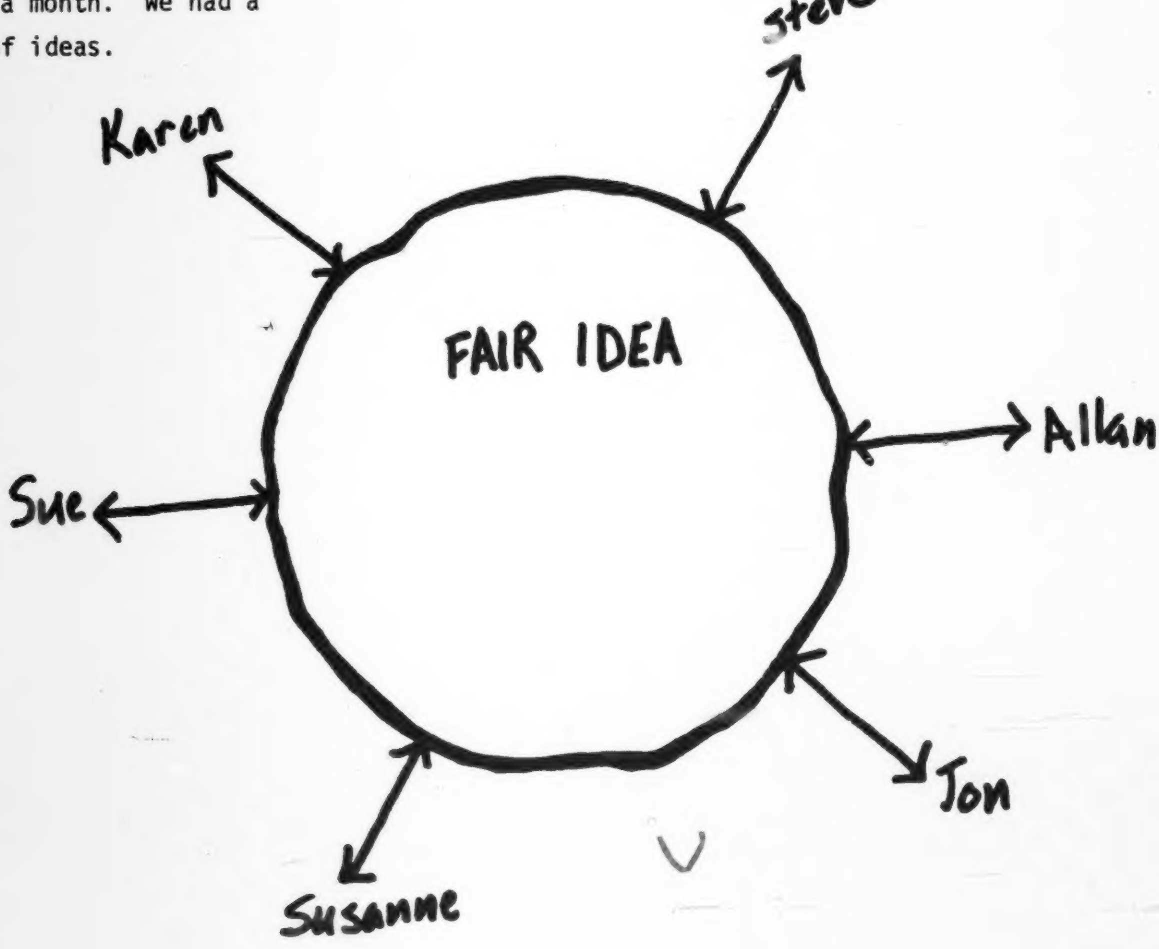

Steve
Karen
FAIR IDEA
Allan
Sue
Jon
Susanne

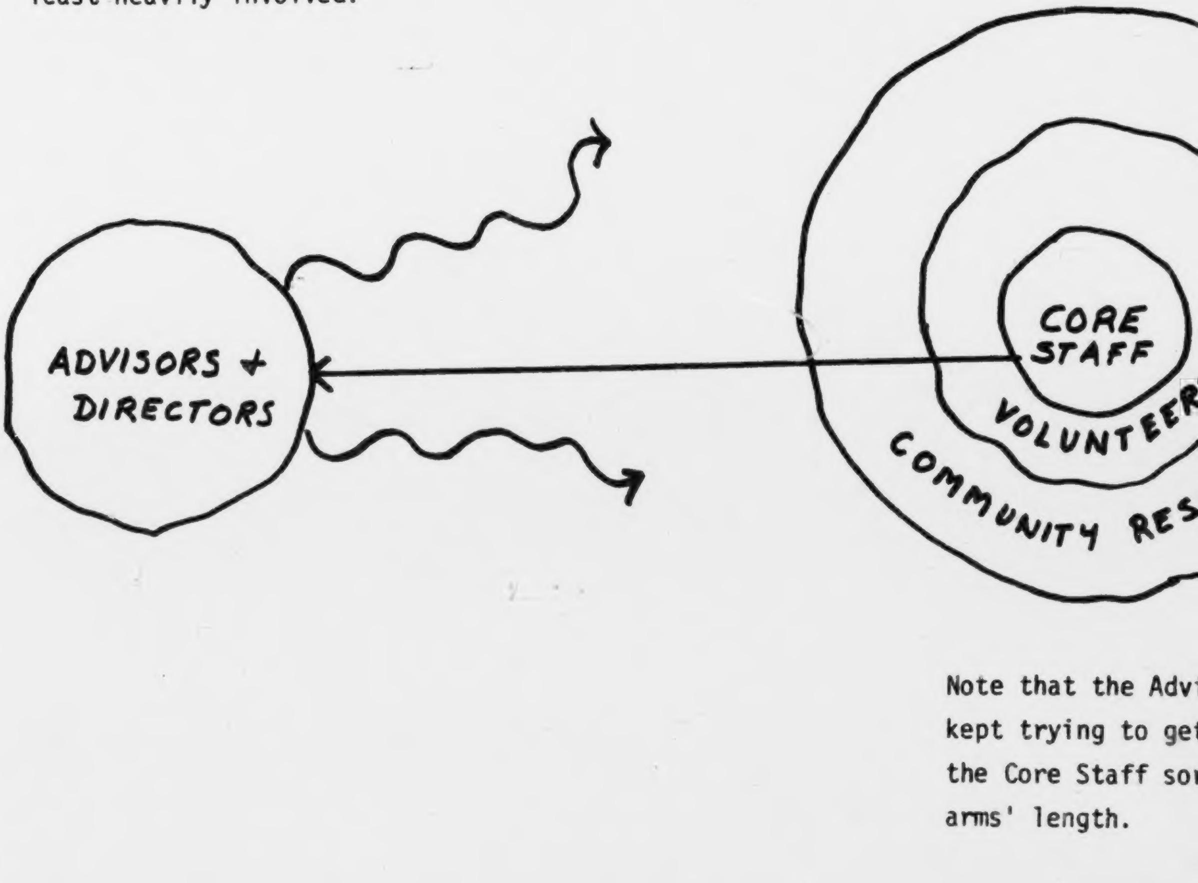
macro-organization

We developed two kinds of organization--or you might call it two levels of organization. There was the "macro" or big, overall organization. That included the overall division of labor and the schedule of major deadlines. Then there was the "micro" or little, nitty-gritty organization. That included the subdividing of the major divisions of labor into very specific, down-to-earth, limited tasks and the day-to-day scheduling for getting those little steps done.

The "macro" organization was something we all had to put our heads together on as a team to work out. We found ourselves doing and re-doing our "macro" organization up until about two weeks before the fair. One reason we kept having to redo our overall organization was that we just plain weren't very skilled at thinking up appropriate ways to slice up the work. Another reason was that the fair idea, involving so many diverse people with diverse ideas about the fair, was very slippery and kept changing right under our very noses. A third reason we had to redo our organization chart so often was that none of us were very good at sticking to our own tasks and letting others do theirs--we all wanted to be right in the middle of everything, getting our fingers and our ideas into everyone else's areas.

Our "macro" organization developed somewhat like this, as near as we can piece it together:

As the Fair began to take shape and more people got involved, we found we needed some way of coordinating them and developed a very loose organization based on "degree of participation." The "Core Staff" in the middle were the heaviest participators, the volunteers middle-range participators, and community resources in the outer ring the least heavily involved.


ADVISORS +
DIRECTORS
CORE
STAFF
VOLUNTEER
COMMUNITY RES

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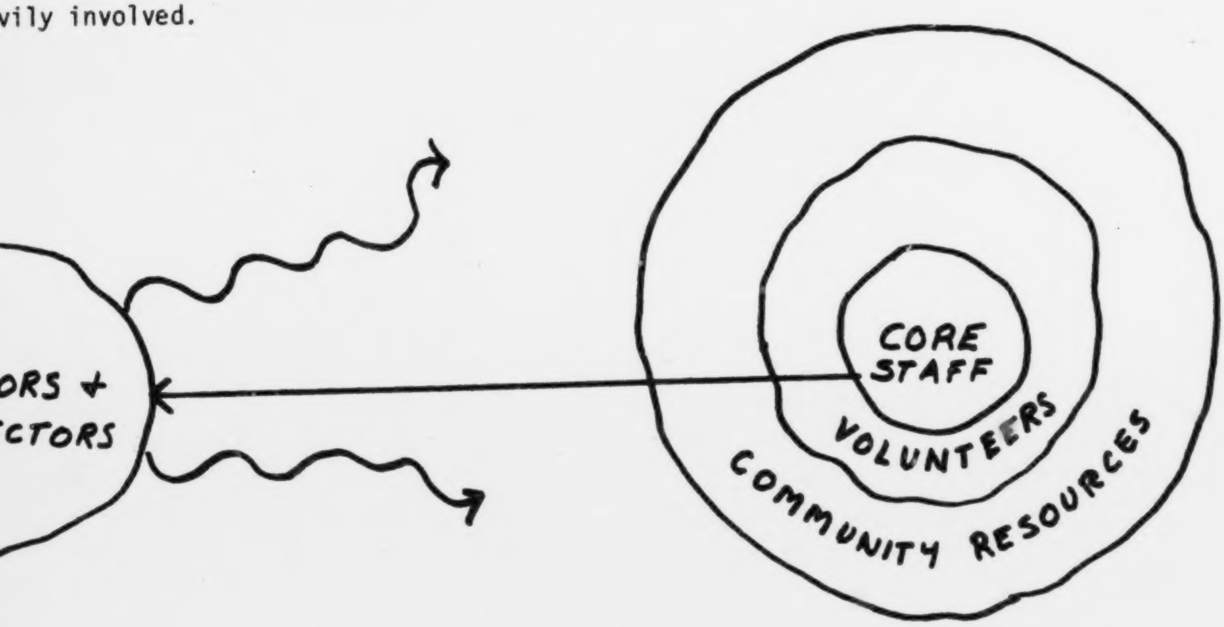
ORS +
CTORS
CORE STAFF
VOLUNTEERS
COMMUNITY RESOURCES

Note that the Advisors and Directors kept trying to get into the act, but the Core Staff sorta held them at arms' length.

BESIDES ORGANIZING OURSELVES
WE HAD TO ORGANIZE OUR IDEAS.
THIS IS ONE OF OUR FIRST AND
MOST BASIC IDEA ORGANIZATIONS.

BOULDER EXPERIMENTS

A Community Fair to be Held on May 12, 13, and 14

THE FUTURE

What will Boulder be like tomorrow? next year? in the year 2001?

PHYSICAL AND SOCIAL ENVIRONMENT

The experiments conducted during the fair will fall into many categories covering bot
and social aspects of life in Boulder:

Physical
- Transportation
- Land Use and Zoning
- Economic Activities
- Population
- Structures
- Waste Handling--Recycling
- Energy

Social
- Education
- Communication
- Economic Acti
- Population
- Participation
  making
- Life Styles
- Cultural Life

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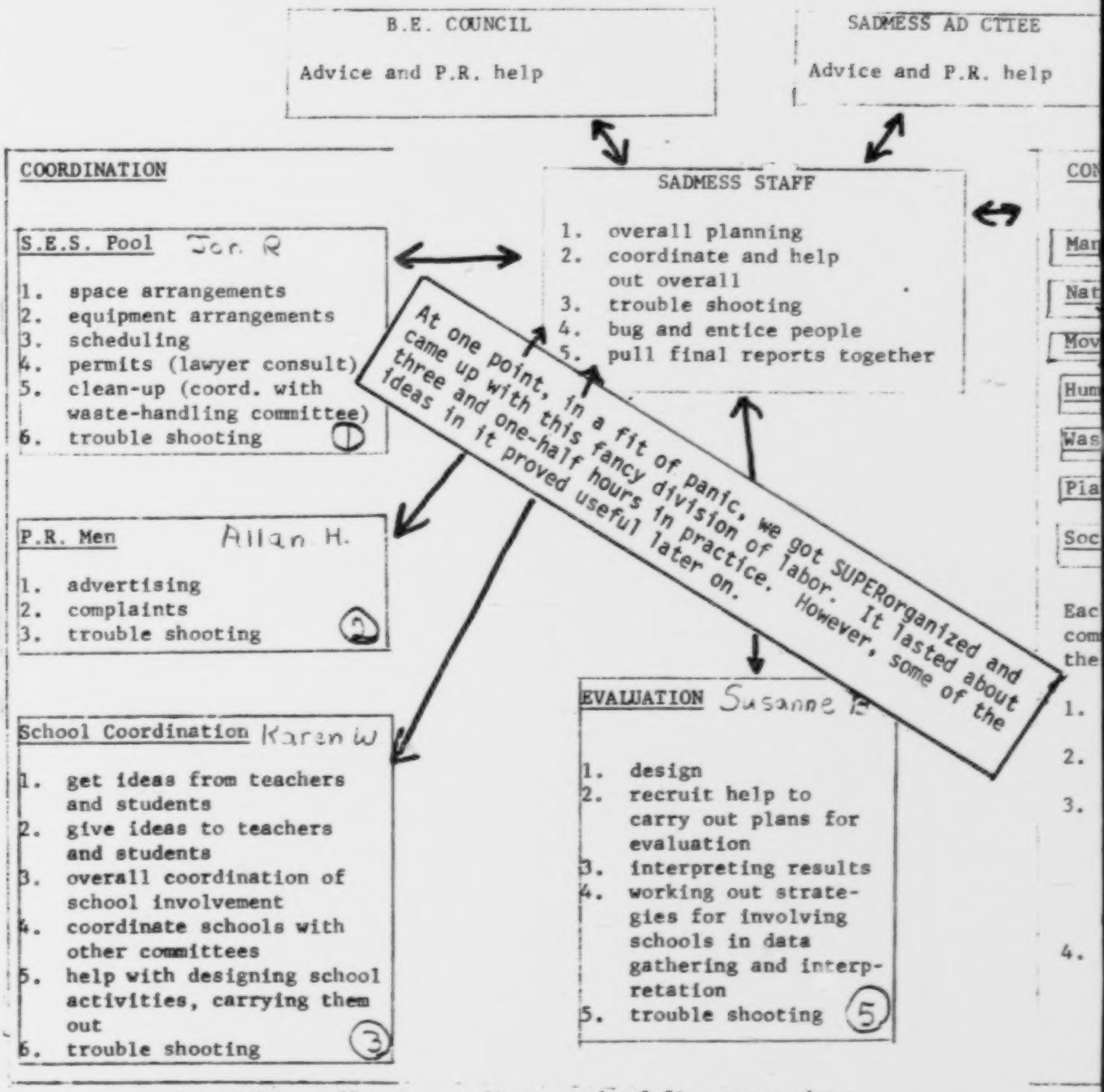
Transportation
Land Use and Zoning
Economic Activities
Population
Structures
Waste Handling--Recycling
Energy

Social
Education
Communications
Economic Activities
Population
Participation, Decision-making
Life Styles
Cultural Life

THIS WAS NOT A TERRIBLY REALISTIC PLAN, ALTHOUGH IT SEEMED SO AT THE TIME. THIS IS AN INTELLECTUAL PLAN AND NOT A WORKING ONE.



B.E. COUNCIL

Advice and P.R. help

SADMESS AD CTTEE

Advice and P.R. help

SADMESS STAFF

1. overall planning
2. coordinate and help out overall
3. trouble shooting
4. bug and entice people
5. pull final reports together

COORDINATION

S.E.S. Pool Jon R

1. space arrangements
2. equipment arrangements
3. scheduling
4. permits (lawyer consult)
5. clean-up (coord. with waste-handling committee)
6. trouble shooting ①

P.R. Men Allan H.

1. advertising
2. complaints
3. trouble shooting ②

School Coordination Karen W

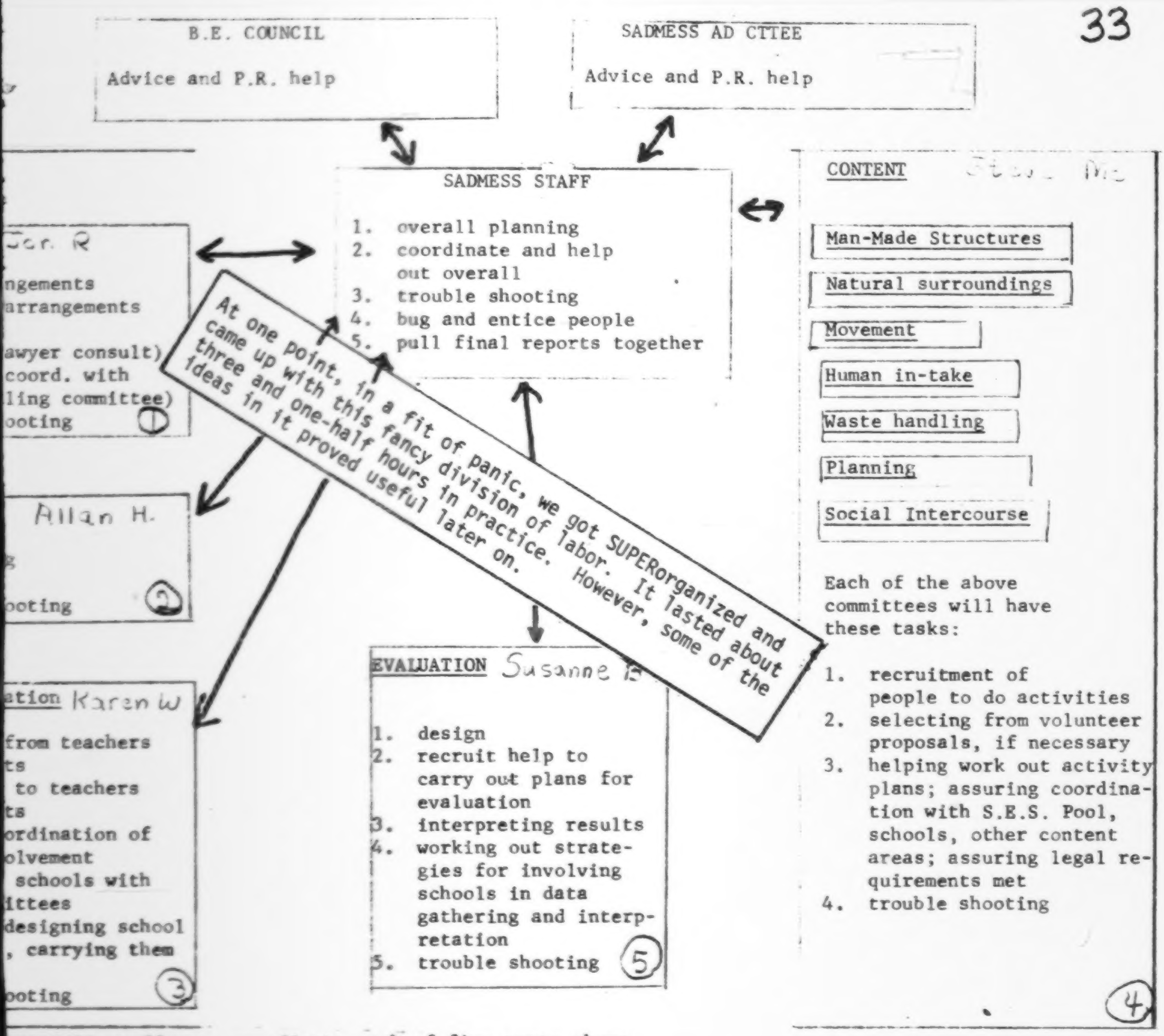
1. get ideas from teachers and students
2. give ideas to teachers and students
3. overall coordination of school involvement
4. coordinate schools with other committees
5. help with designing school activities, carrying them out
6. trouble shooting ③

EVALUATION Susanne E

1. design
2. recruit help to carry out plans for evaluation
3. interpreting results
4. working out strategies for involving schools in data gathering and interpretation
5. trouble shooting ⑤

At one point, in a fit of panic, we got SUPERorganized and came up with this fancy division of labor. It lasted about three and one-half hours in practice. However, some of the ideas in it proved useful later on.

1 SADMESS staffer to coordinate each of five areas above.
1 non-SADMESS staffer to be committee head for each of five areas above.
1 sub-committee head for each content area under (4).
Other personnel, assistants to be determined by committee head and SADMESS s



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EVALUATION Susanne B

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2. recruit help to carry out plans for evaluation
3. interpreting results
4. working out strategies for involving schools in data gathering and interpretation
5. trouble shooting ⑤

CONTENT Steve Mc

Man-Made Structures

Natural surroundings

Movement

Human in-take

Waste handling

Planning

Social Intercourse

Each of the above committees will have these tasks:

1. recruitment of people to do activities
2. selecting from volunteer proposals, if necessary
3. helping work out activity plans; assuring coordination with S.E.S. Pool, schools, other content areas; assuring legal requirements met
4. trouble shooting ④

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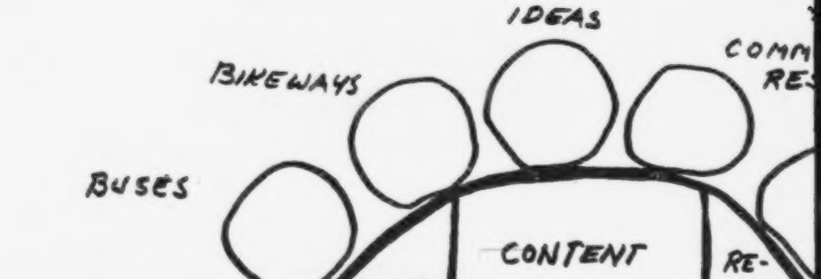
After our attempt to use a grandiose table of organization proved futile, we reverted to a less formal concept. The boxes in the inner circle represent the major areas that needed overall coordination. The circles tacked on around the edges represent some of the big tasks related to the general areas in the boxes.


IDEAS
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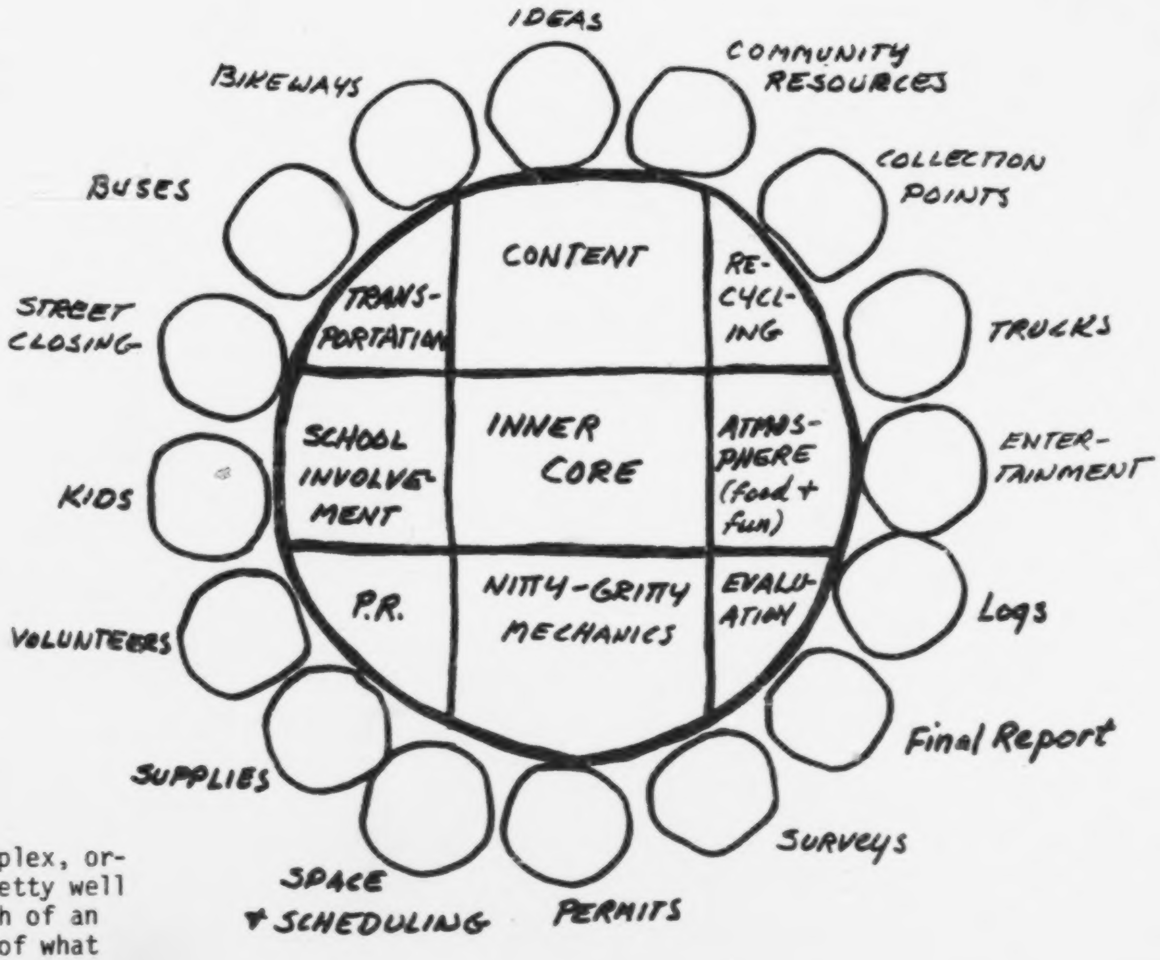
BUSES
STREET CLOSING
KIDS
VOLUNTEERS
SUPPLIES
SPACE + SCHEDULING
PERMITS
SU
CONTENT
TRANS-PORTATION
RE-CYCL-ING
SCHOOL INVOLVE-MENT
INNER CORE
ATMOS-PHERE (food + fun)
P.R.
NITTY-GRITTY MECHANICS
EVALU-ATION

This rather vague, though complex, organization actually worked pretty well for a time. It gave us enough of an overall picture in our minds of what was going on and what had to be done to keep us all generally working in the same direction.

After our attempt to use a grandiose table of organization proved futile, we reverted to a less formal concept. The boxes in the inner circle represent the major areas that needed overall coordination. The circles tacked on around the edges represent some of the big tasks related to the general areas in the boxes.


IDEAS
COMMUNITY RESOURCES
COLLECTION POINTS
TRUCKS
ENTERTAINMENT
Logs
Final Report
SURVEYS
PERMITS
SPACE + SCHEDULING
SUPPLIES
VOLUNTEERS
KIDS
STREET CLOSING
BUSES
BIKEWAYS
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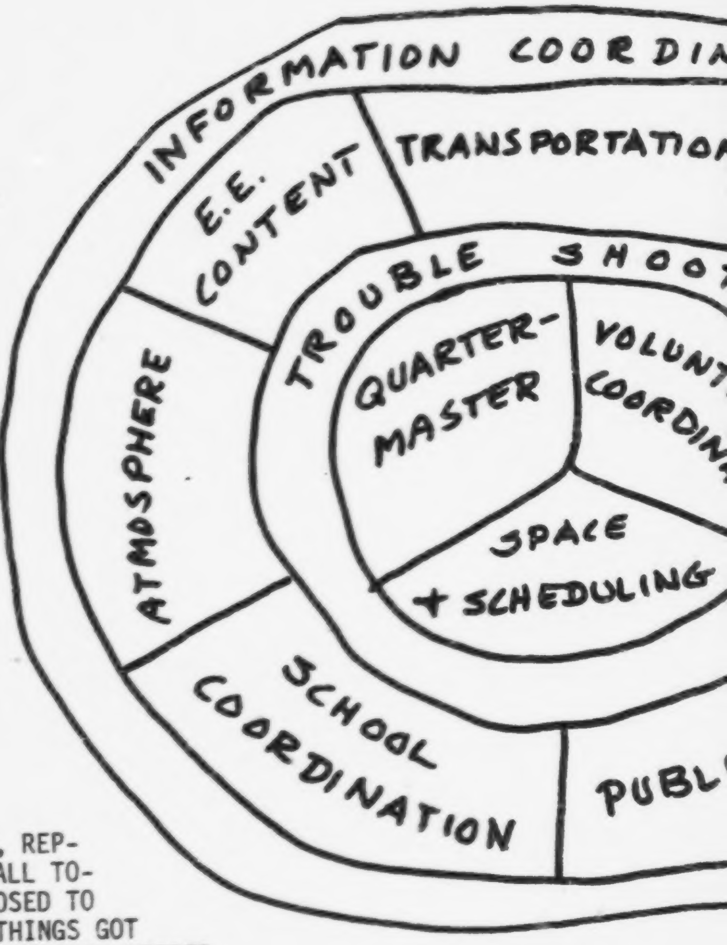
UPON BEING "WAKED UP" BY THE DOWNTOWN BUSINESSMEN TO THE NECESSITY FOR GOOD ORGANIZATION, WE REFINED OUR ORGANIZATION, WHICH WE VISUALIZED IN SOMEWHAT THE FOLLOWING MANNER:


INFORMATION COORDIN
E.E. CONTENT
TRANSPORTATIO
TROUBLE SHOOT
QUARTER-MASTER
VOLUNT COORDIN
SPACE + SCHEDULING
ATMOSPHERE
SCHOOL COORDINATION
PUBL

THE INNER CIRCLE CONTAINS THE THREE MAJOR AREAS OF "SUPPORT SERVICES"--THESE ARE THINGS THAT UNDERPINNED AND FED INTO THE TASKS IN THE OUTER CIRCLE.

RINGING THESE SUPPORT SERVICES WERE THE TROUBLESHOOTERS--THE GUYS THAT FILLED IN THE CRACKS, DASHING FROM TASK TO TASK HELPING OUT IN EMERGENCIES AND DOING THINGS THAT WEREN'T ASSIGNED TO ANYONE ELSE SPECIFICALLY.

AROUND THE TROUBLESHOOTERS ARE MAJOR "SELF-CONTAINED" COORDINATION AREAS. THE WORK IN EACH OF THESE AREAS COULD BE CARRIED OUT WITHOUT MUCH DIRECT INTERACTION WITH THE OTHER AREAS IN THIS OUTER CIRCLE. WHAT COORDINATION WAS NEEDED BETWEEN AREAS IN THIS CIRCLE WAS USUALLY DONE THROUGH ONE OF THE SUPPORT SERVICES IN THE INNER CIRCLE.

THE OUTER RING, INFORMATION COORDINATION, REPRESENTED OUT ATTEMPT TO GLUE THE WHOLE BALL TOGETHER. THE INFO COORDINATORS WERE SUPPOSED TO KNOW WHAT EVERYONE WAS DOING, MAKE SURE THINGS GOT DONE ON TIME, DIRECT PEOPLE WHO HAD QUESTIONS OR NEEDED HELP OR WANTED TO HELP TO APPROPRIATE COORDINATORS, AND GENERALLY KEEP THE BALL ROLLING APACE.

B.E. ADVISORY BOARD

YOU MAY HAVE WONDERED WHY THE ADVISORY BOARDS AND THE DIRECTORS ARE JIGGLING AROUND OUTSIDE THE ORGANIZATIONAL CIRCLE. WE NEVER REALLY USED THEM AS WE SHOULD HAVE. THEY WERE ALWAYS TRYING TO GIVE US SUGGESTIONS AND GET A HANDLE ON WHAT WE WERE DOING--BUT WE WERE VERY SNOBBY TO THEM, USUALLY.

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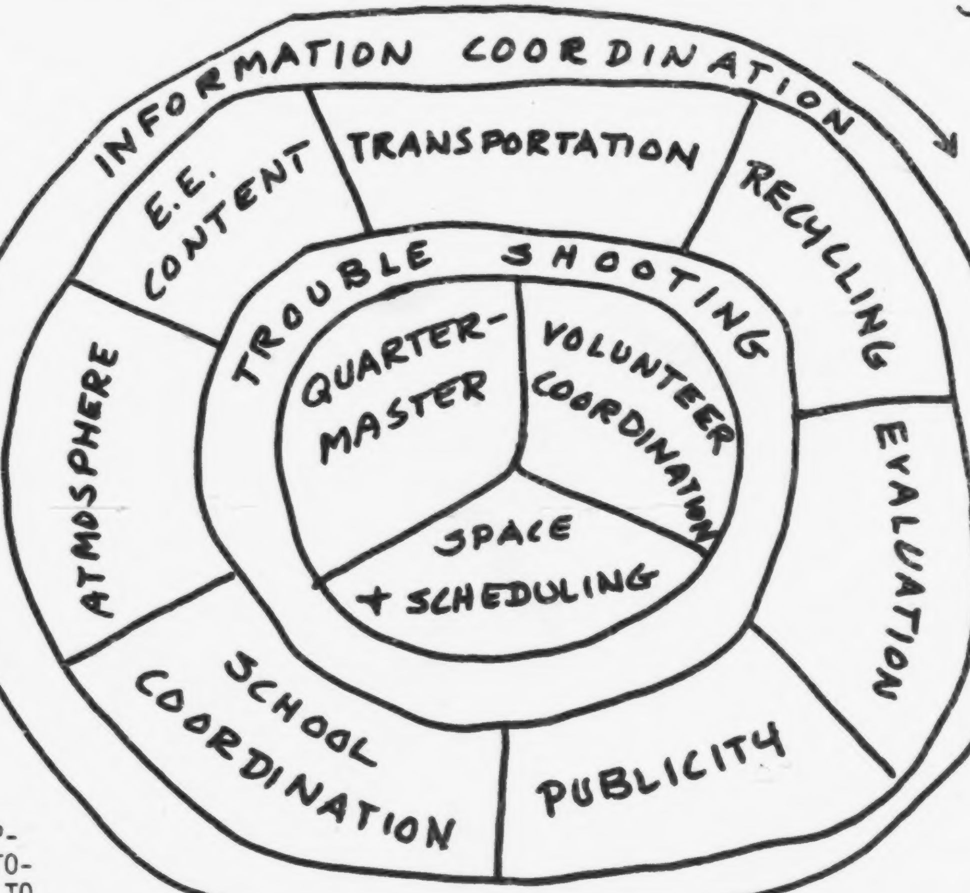
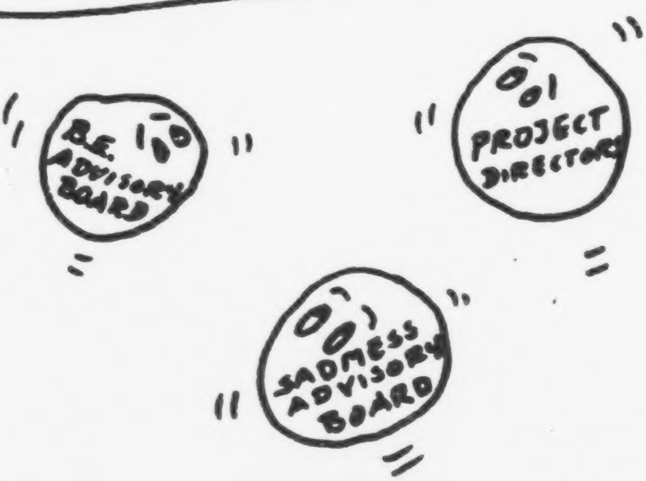

INFORMATION COORDINATION
E.E. CONTENT
TRANSPORTATION
RECYCLING
EVALUATION
PUBLICITY
SCHOOL COORDINATION
ATMOSPHERE
TROUBLE SHOOTING
QUARTER-MASTER
VOLUNTEER COORDINATION
SPACE + SCHEDULING


E.E. ADVISORY BOARD
PROJECT DIRECTORS
SADMESS ADVISORY BOARD

WHAT APPEAR TO BE NICE NEAT LITTLE SECTIONS ON THE CHART OFTEN BULGED AT THE SEAMS, OR SHRIVLED FROM NEGLECT. THE CORE GROUP JUMPED FROM BOX TO BOX, DOING WHATEVER SEEMED IMPORTANT AT THE MOMENT. OUR ORIGINAL INTENTION OF GETTING A COMPETENT COORDINATOR FOR EACH AREA FELL THROUGH. THE FEW WE GOT WORKED LIKE DOGS TO MAKE IT ALL COME OFF. FOR EXAMPLE ELIZABETH FOX, THE CULTURAL EVENTS COORDINATOR MUST HAVE SOLICITED AT LEAST 30 ACTIVITIES. SOME PEOPLE TOOK OVER 2 AND 3 AREAS TO MAKE UP FOR THE SHORTAGE OF "EXECUTIVE" MANPOWER.

WE DID, HOWEVER, FINALLY GET
OUR REAL ORGANIZATION LOOKED
ACTUALLY WAS DOING WHAT MAJO
COMMUNICATIONS CHANNELS WERE
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JIM DAVIS, AN SSEC STAFF MEM
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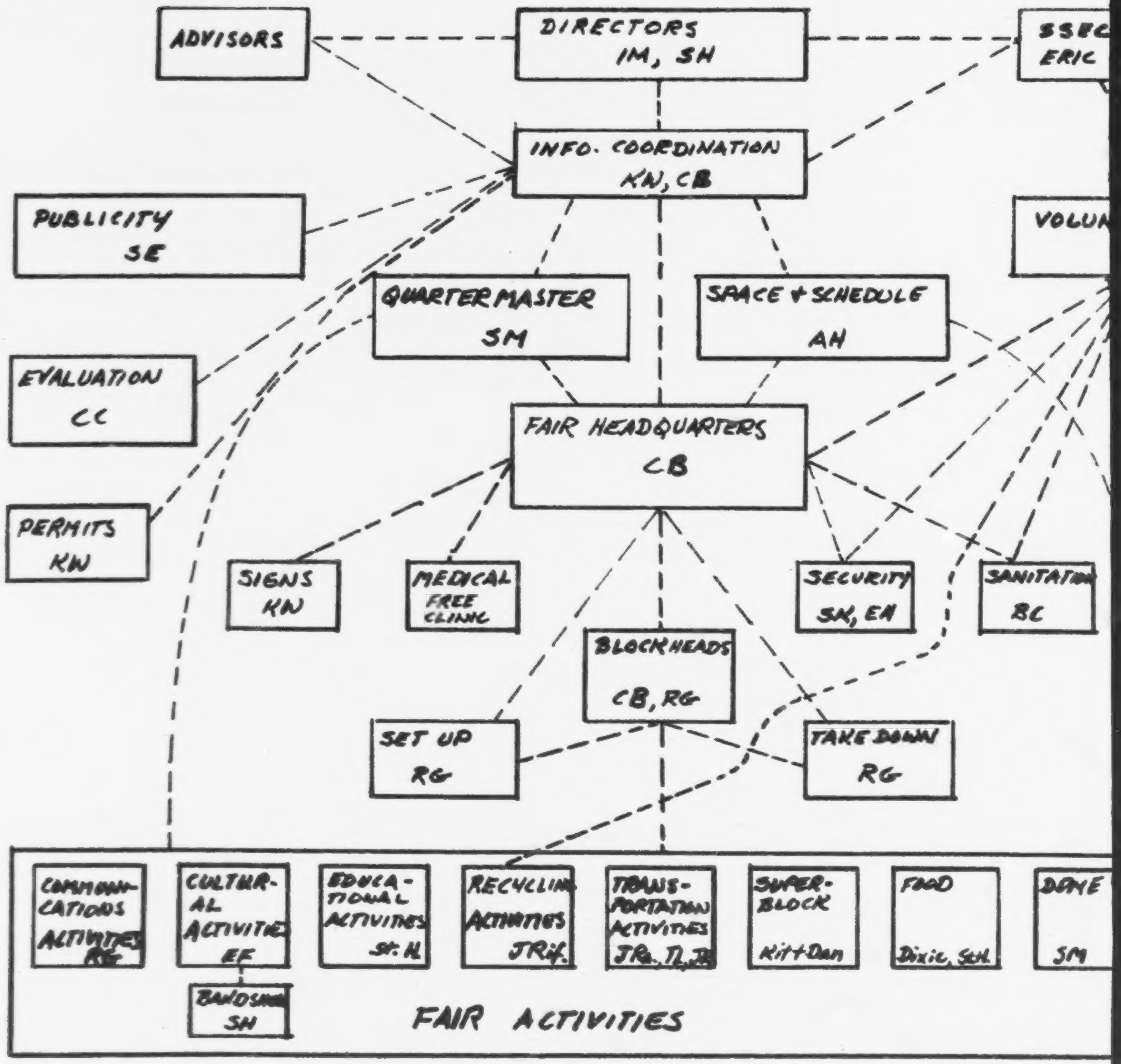
WE DID, HOWEVER, FINALLY GET A HANDLE ON WHAT OUR REAL ORGANIZATION LOOKED LIKE--THAT IS, WHO ACTUALLY WAS DOING WHAT MAJOR TASKS AND HOW THE COMMUNICATIONS CHANNELS WERE ACTUALLY HOOKING EVERYTHING TOGETHER.

JIM DAVIS, AN SSEC STAFF MEMBER, WHO'S SUPER-GOOD AT DOING THIS SORT OF THING, HELPED US GET DOWN ON PAPER WHAT OUR WORKING ORGANIZATION HAD TURNED OUT TO BE ABOUT TWO WEEKS BEFORE THE FAIR. AFTER THE FAIR WAS OVER, WE WERE ABLE TO "SPRUCE UP" THE DIAGRAM EVEN MORE, FOR WE COULD SIT BACK AND LOOK AT WHAT WE'D DONE "FROM A DISTANCE."

LOOKS MIGHTY TIDY AND IMPRESSIVE, HUH? THE BOXES CONTAIN THE MAIN "LUMPS" OF TASKS AND THE PEOPLE WHO DID THEM. THE DOTTED LINES BETWEEN BOXES SHOW THE MOST FREQUENT LINES OF COMMUNICATION, AS NEAR AS WE CAN TELL.

BUT REMEMBER, THIS IS AN ABSTRACTION. ACTUALLY, MOST EVERYBODY WAS COMMUNICATING WITH MOST EVERYBODY ELSE AT ONE TIME OR ANOTHER--THESE ARE JUST THE MAJOR LINKS. AND, ACTUALLY, MOST EVERYBODY PITCHED IN TO HELP MOST EVERYBODY ELSE AT ONE TIME OR ANOTHER--THESE ARE JUST THE GENERAL DIVISIONS OF LABOR.


ADVISORS
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INFO. COORDINATION KN, CB
PUBLICITY SE
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QUARTER MASTER SM
SPACE + SCHEDULE AH
EVALUATION CC
FAIR HEADQUARTERS CB
PERMITS KW
SIGNS KN
MEDICAL FREE CLINIC
SECURITY SK, EH
SANITATION BC
BLOCKHEADS CB, RG
SET UP RG
TAKE DOWN RG
COMMUNICATIONS ACTIVITIES RG
CULTURAL ACTIVITIES EF
EDUCATIONAL ACTIVITIES St. H.
RECYCLING ACTIVITIES JRif.
TRANSPORTATION ACTIVITIES JRa., TJ, JB
SUPER-BLOCK Kit+Dan
FOOD Dixie, StH.
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BANDSHELL SH
FAIR ACTIVITIES

B. E. ORGANIZATION
MAY 1972

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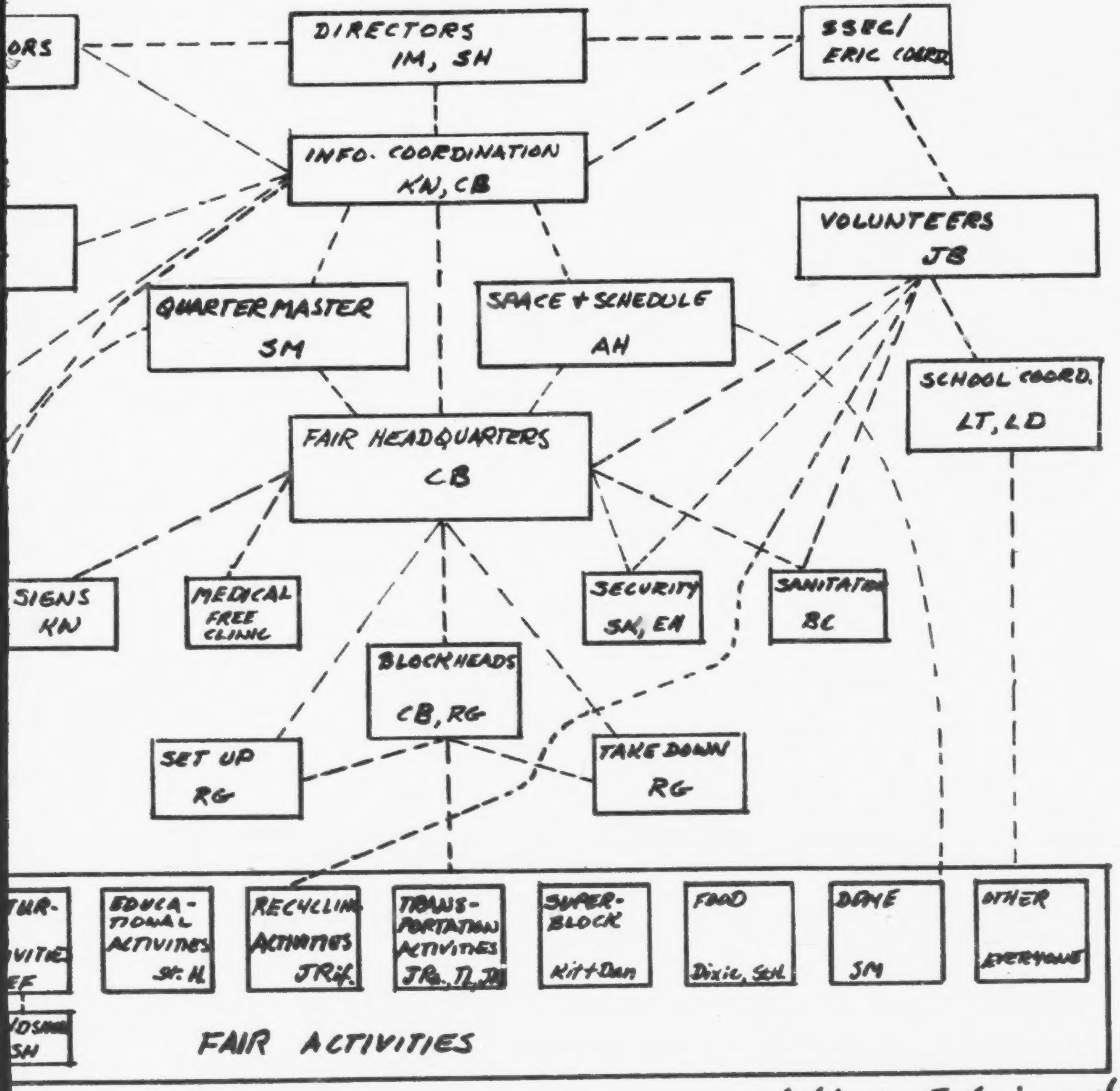
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SH
FAIR ACTIVITIES

B. E. ORGANIZATION
MAY 1972

(The initials in each box
indicate who was in charge.)

micro-organization

We really didn't get into "micro" organization until we were thrown into a state of acute shock by the Downtown Businessmen's Association. After that, though, we got pretty good at figuring how to divide up giant tasks into little steps, day-by-day, and week-by-week, allotting those little steps among the available manpower, and scheduling the steps so that, if need be, things got done in the proper sequence.

Our "BE In-house Newsletter" was one way of handling the "micro" organization. One of the core group would spend a little time figuring out what needed to be done in the coming week. Then we'd all meet and divy up the tasks. And then someone would type it all up and give copies to everyone involved.

As the fair approached, we developed a looooong master list of tasks that needed to be done with spaces for checking off the tasks as they were done and with job assignments. Though the check off spaces rarely got used, the tasks themselves did get done and the master list was instrumental in making clear to everyone what specific things had to be accomplished by the time of the fair.

The Nitty-Gritty section of this book contains lots more information on our "micro" organization.

BE IN-HOUSE NEWSLETTER

WEEK OF APRIL 10-14

Vol. I, No. 1

1. Presentation to Downtown Businessmen's Exec Council Friday, April 14, same time same place. Focus on (1) downtown parking and (2) map of exhibits and activities--how much space do we actually need?

2. Parking: John and Jon, with help of Kit and Dan

   a) downtonw: determine which parking lots we want to use (probably banks will be enough)
   find out who owns them
   appointment with president/owner to ask if may use during the fair (Steve H. will arrange appointments; someone else will visit)
   follow up with letter of confirmation ("This is to confirm our conversation of the ____ in which you agreed to keep your parking lot(s) open during ~~May~~ the evening of May 12, and all day and evening on the 13th and 14th, for use by people who attend the Boulder Experiments fair. We want to thank you very much for your cooperation--blah blah blah. Would you please initial the enclosed carbon copy of this letter and return it to us for our records.")

   b) outlying: call school principals and churches to ask if can use their parking lots as collection points for buses.
   send letter of confirmation, as above.

3. Downtown space requirements: Allan, Chris,(Steve, and Steve)

   a) go through commitments and figure out what finds of facilities, space, and time requiremnts are appropriate for each activity (For those which are not clear, have coordinator call and pinpoint) [Monday-Wednesday]
   b) decide on whether or not to group, and which things to group [Thurs-whole bunch of us discuss]
   c) ~~begin mapping~~ mapping - Thursday
   d) make big map and handout maps (transparency?)

4. Firming up existing commitments: Allan, Chris, and all coordinators

   a) get commitment forms filled out for all existing commitments
   b) if done over phone, send copy of form as filled out to person who's doing the activity accompanied by letter: "Enclosed is a copy of the commitment form we have filled out for your acitivty for the Boulder Experiments fair. We would like you to check over the

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5. Continue getting additional commitments: everybody

   a) be sure to give note to Allan about new things to add to the commitment list

6. Boulder Systems section: Sue H., Steve H., and Steve M.

Tuesday afternnon when Sue's here you three will gox over her ideas for this group of activities and plan your tasks for getting them pulled togetherx during the rest of the week.

7. Evaluation: Karen

This week Karen will try to firm up some of the plans and people-commitments on evaluation.

8. Equipment and building supplies: Steve M. and Arlan

a) Steve set up appointment to go down to government suprls (maple surple?) place in Denver to find out (1) what they've got that we might want, (2) what procedures we have to go through to get it, and (3) how long it takes.
b) As Allan and crew go ober committments list to figure out space requirements, begin making up "shopping list" for things we'll need to purchase, scavenge, etc.

9. Publicity: Karen and Vicki

a) flier to hand out Wed. at tour of downtown
b) more detailed planning of publicity strategy--get helpers for specific tasks
c) how to handle Rifkin's recycling instructions

10. Transportation: John and Jon

a) contact another insurance company to get competitive bid (with more specific info, maybe they'll go lower?)
b) begin contacts with drivers? (Maybe this can wait til next week.)
c) Find out maintenance and gas costs for the 12 buses
d) Work out routings with PSC? (Maybe this can wait til next week?)
e) Get other transportation activities (incl. bike rally) together

11. Insurance waiver for volunteers to sign: Steve M. and Irving

a) tackle Irving and ask him to get on the horn to SSEC lawyer, find out about insurance coverage for volunteers, how we should word waiver for them to sign--if we go the waiver route.

12. Volunteer captain: Allan? and Reggie?

7. Evaluation: Karen

This week Karen will try to firm up some of the plans and people-commitments on evaluation.

8. Equipment and building supplies: Steve M. and Arlan

a) Steve set up appointment to go down to government suprls (maple surple?) place in Denver to find out (1) what they've got that we might want, (2) what procedures we have to go through to get it, and (3) how long it takes.
b) As Allan and crew go over committments list to figure out space requirements, begin making up "shopping list" for things we'll need to purchase, scavenge, etc.

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12. Volunteer captain: Allan? and Reggie?

a) make list of jobs for which we'll need volunteers around time of fair
b) make list of volunteers and indicate which jobs they would be willing to do (include their phone numbers!)

13. Orientation for volunteers and coordinators? is there some better way than just the "introduction for new volunteers" at the weekly meetings to inform everybody about the general outlines, sponsorship, etc. of the fair project?

BOULDER EXPERIMENTS

--THINGS TO DO--

I. EMERGENCY SERVICES

A. SECURITY--ERIC & Stan

	Date Due	Date Done
1. Inform police department of security arrangements	5/12/72	✓
2. Meet with reserve patrolmen to plan their roles and get their advice	April	✓
3. Distribute marshal application forms		✓
4. Interview marshal applicants and make selections		✓
5. Arrange senior marshals training session		
6. Hold senior marshals training session		
7. Write up security marshals procedures and distribute to appropriate people	5/12/72	✓
8. Complete marshal schedule, write up, and distribute to appropriate people (incl. Fair HQ)	5/12/72	✓
9. Have additional marshal ~~T-shirts~~ made [illegible]		✓

B. COMMUNICATIONS--ERIC & Stan

	Date Due	Date Done
Comm. 1. Arrange for phone at HQ (from phone co. free?)		✓
2. Obtain walkie-talkies for marshals if necessary		
3. Schedule runners to "service" HQ and booths(?)		
4. Obtain services of REACT		
5. Write up communications procedures and instructions for using equipment (for Fair HQ)		

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Samples of our giant "To Do" list from a couple of weeks before the fair

(Clean Up Continued)

6. Trash removal arrangements--who and when? during & following fair schedule--written up for HQ and for take-down captain 5/12 ✓
7. Post-fair clean up--schedule volunteers and write up for HQ & take-down captain Reggie 5/12 ✓
8. Meet with recycling chairman to coordinate efforts early May ✓
9. Meet with take-down captain to coordinate efforts early May ✓

B. SANITATION--~~(who?)~~ Barb

1. Map out placement of Keep-em Kleens and available businessmen's johns--give to sign chairman, set-up captain and fair HQ 5/5/72 ✓
2. Obtain required number of Keep'em Kleens and arrange delivery during set-up time 5/5/72 ✓
3. Who will service Keep'em Kleens and how often?
4. Give instructions to sign chairman if any special signs are needed 5/5/72 ✓

III. QUARTERMASTER--Steve McElroy

A. TABLES AND CHAIRS--~~(who?)~~ Judi

1. Make list of which activities need and how many, locations of activities--give to set-up chairman Steve M ✓
2. Develop inventory system, including marking procedures and master list; give master list to set-up and take-down captains and fair HQ! Steve H 5/10 ✓
3. Locate and make arrangements with suppliers (find out when can pick up, return) and give info to set-up

8. Meet with recycling chairman to coordinate efforts early May ✓
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3. Locate and make arrangements with suppliers (find out when can pick up, return) and give info to set-up and take-down captains 5/5 ✓
4. Figure out how to protect in case of rain--give instructions to HQ Storage overnight

sugge

WHY BOTHER WITH ORGANIZATION AT ALL?

1. If your group really isn't planning to accomplish anything in particular, or your goal is limited enough and your group small enough, or it won't upset you if your plans don't pan out, you shouldn't worry yourself at all about organization.

2. OR, if everyone in your group has the same, very clear idea of your goals and the steps necessary to accomplish them AND everyone can be depended upon to continue to work toward those goals AND everyone has the skills necessary already to carry out the tasks required for reaching those goals AND everyone communicates frequently, clearly, and comprehensively with everyone else about what they're doing and they've done and they're planning to do--THEN you probably won't have to worry about organization.

3. BUT, if 1 and 2 don't apply, at some point you'll probably be faced with the prospect of "getting organized." We were. Several times.

4. Organization can do at least two things for you.

   a. Divide up the work.
   b. Coordinate all that divided-up activity.

5. The reason you need to divide the labor is

   --you have a goal that's too big for one person alone to accomplish.
   --you have more than one person, therefore, working on it.
   --it would be silly to have everyone doing everything--that wouldn't get you nearer to the goal, it would just mean everyone is duplicating everyone else's actions, money-see, monkey-do?
   --THEREFORE, you divide up the labor, giving each person a piece of the total task to take care of.

6. The reason you need coordina

   --each person in your group
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8. Don't confuse "organization"
   "authoritarianism." Your or
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SOME WAYS TO DIVIDE UP THE WORK

1. By objectives--each person t
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suggestions for getting organized

6. The reason you need coordination is

   --each person in your group has different ideas and perceptions (even about what the goal is) and is doing different tasks
   --you have far-less-than-perfect communication among these people
   --WHICH MEANS THAT, your group has more than ample opportunity for communications failures, screw-ups, leave-outs, head-on collisions, and blow-ups.
   --THEREFORE, you must try to keep all these different elements from flying apart at the seams.

7. co•or•di•nate /kō-ˈórd-ᵊn-ˌāt/vb (back-formation fr. coordination) 2: to bring into a common action movement, or condition: HARMONIZE~vi: to be or become coordinate esp. so as to act together in a smooth concerted way...(Webster's)

   The key word is HARMONY--the purpose of coordination is not to wipe out all those neat differences among members of your group and make you all into identical automata. It is, instead, to HARMONIZE those differences so they support and enhance each other and work together smoothly to accomplish your goals.

8. Don't confuse "organization" with "tyranny" or "authoritarianism." Your organization should not be thought of so much as a CONTROL device as a HARMONIZING device. If it's purpose is to control the group members, you're probably reading the wrong book.

SOME WAYS TO DIVIDE UP THE WORK

1. By objectives--each person takes charge of accomplishing one of the objectives you developed in early elaboration

2. By categories--each person take charge of carrying out the ideas under one category you developed in early elaboration.

3. By designating "support" and "substantive" tasks--divide your tasks into several different "substantive" tasks (for instance, in BE, making arrangements for the actual substance of the fair--the environmental booths and such--was considered a substantive task) and "support" services (for instance, in BE, getting the equipment needed by all the booths to the right places at the right times was considered a "support" service). Each member of the group takes responsibility for one of the support or one of the substantive areas.

4. By interests and skills of the group members--each person takes on a task area that most interests him and for which he has the best skills. For instance, one person in the group may like to meet people and is a really good "salesman"--that person should be in charge of gathering community support and volunteer help. Another may be terribly shy, but enjoys and is very good at breaking down giant jobs into step-by-step tasks. He should be in charge of planning and scheduling.

5. A combination of the above.

6. Any way you can think of that gets the work done with a minimum of muss, fuss, and bother.

SOME WAYS TO COORDINATE THE WORK

1. Hold "staff meetings" at frequent intervals for the purpose of reporting on what everyone has accomplished, what they're doing at the time, and what they're plans and needs are in the near future. Also, at these staff meetings, major "policy" decisions in which the whole group should be involved sh
made. But, don't take up t
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3. Have someone take the role
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group should be involved should be discussed and made. But, don't take up the group's time with little things that can just as well be handled by one person or a subcommittee. Staff meetings are also a place where you can bring up tasks that were overlooked previously but need to be assigned to someone and carried out soon.

2. Hold frequent sessions for "checking out" each others feelings about how the work in going, how people are holding up emotionally, how people feel about each other. How people feel is frequently overlooked in our product-oriented world. But group member's feelings are just as important--sometimes more important--to accomplishing your goals as are their concrete accomplishments on the project. Probably one reason we "overlook" feelings is that they're much harder to cope with than the "work" aspects of a project. Most of us don't have the skills and/or maturity to honestly criticize or praise others, take criticism or praise from others, and recognize and express our own feelings. It's very true that getting into this area can be "dangerous" and we'd recommend that you get an experienced group leader from the outside to help the group deal with its feelings. (We had Rick Rocchio come in and help us. He gave us some handy little paper and pencil techniques for getting our feelings out into the open and working with them. We've included a copy of one on the next page. Unfortunately, we didn't carry through consistently with Rick's suggestions after he was gone. We might have avoided some blow-ups if we had.)

3. Have someone take the role of "central coordinator." This does not mean "dictator," and if your central coordinator starts to play that role, fire him! A central coordinator is merely someone who keeps well informed about what everyone is doing and can make sure you can get fast answers to your questions and instant help in a pinch. The central coordinator can also be in charge of things like determining when full-group meetings are needed, keeping track of what decisions must be made by the full group in the near

GROUP PROCESS EVALUATION SCALE

1. How clear were the objectives of your group in the meeting that you just concluded?

1	2	3	4	[✓ 5]	6	7	8	9
Not at all clear				Somewhat clear				Completely clear.

2. How much time during the discussion was spent on unimportant or inconsequential matters?

1	2	[✓ 3]	4	5	6	7	8	9
None				Some				A great deal

3. To what extent did everyone have a chance to say what he thought?

1	2	3	4	5	[✓ 6]	7	8	9
Not at all				To some extent				To a great extent

Who did not have a chance to say what he thought? [illegible]

4. To what extent were people listening to each other?

1	2	3	[✓ 4]	5	6	7	8	9
Not at all				To some extent				To a great extent

Who was a particularly good listener? [illegible]

5. To what extent were people open with each other and risking themselves by sharing their concerns and ideas?

1	2	3	4	[✓ 5]	6	7	8	9
Not at all				To some extent				To a great extent

Who was particularly open and risking? [illegible]

Who was not open and risking? [illegible]? [illegible]?

all clear				clear				clear.

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Not at all				To some extent				To a great extent

Who was particularly open and risking? [illegible]

Who was not open and risking? [illegible]? [illegible]?

6. How do you feel about this group at this time as a problem-solving group?

1	2	3	[✓ 4]	5	6	7	8	9
Worst Possible Group				Average Group				Best Possible Group

future, keeping an eye out for tasks that need to be done but haven't been assigned to anyone, and so forth.

4. Keep orderly, useable written records in a central place and USE THEM. We went round and round about filing systems, and taking notes on phone calls, and keeping records of decisions and commitments made. You'll need a good, clear, simple filing system that everyone knows how to use. Everyone should take concise notes on decisions or commitments made, with whom, and when--and then make sure the notes get into the right file or files. And everyone should be careful to check the appropriate file(s) to see what's already been done that's relevant to the task they're undertaking--and return the notes, memos, whatever to the proper file when they're finished. A good working note-taking/filing system will help you to find out what others have done even when you can reach them in person. And it will help you get an overview of what's gone on without having to interview every last person in the group or call a full-group meeting. (One of the trickiest parts of all this is the note-taking--you want to take down enough information to give people a full idea of what's occurred, without producing reams and reams of useless information that people will have to sort through to get the point.)

5. Don't feel EVERYONE has to know EVERYTHING about what EVERYONE is doing. Otherwise, you're group will spend all its time writing memos and holding meetings. Each person in the group should develop his takents at sorting out what kinds of things he need not bother others with and what kinds of things he (a) needs others help with, (b) thinks others should know in order to do their own jobs well, (c) thinks he shou
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FINDING A GOOD ORGANIZATION

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6. Develop a master schedule for the whole project. This should include target dates for the completion of major tasks. In making the schedule you should pay attention especially to tasks which are dependent on other tasks--what tasks have to be completed before others can get started, etc.

7. Each person in charge of a major task area should map out a schedule for that area. Again, he should pay careful attention to the sequence of tasks, and he should also note tasks of his which are dependent on tasks in someone else's area. These will require him to get together with the other person to work out a mutually satisfactory schedule.

8. Just sitting down and chatting with each other for relaxation is VERY IMPORTANT to coordination. Some people frown on such "coffee breaks"--got to keep your nose to the grindstone every minute! And, true, if that's ALL you ever do....But don't underrate informal communications--they're VITAL.

FINDING A GOOD ORGANIZATION

1. You probably won't end up with the organization you began with. We certainly didn't. Don't worry. Unless you've got a seer in your group, you probably won't be able to anticipate all the things you'll have to do and problems you'll have to confront on your first try. Your organization will build up with experience.

2. You may want to start out with virtually no organization at all. Just everyone start working on whatever

they want to. After you've gained a little experience in the kinds of things that have to be done, then you may be better able to tell how to divide up the work and coordinate it. You might use some of the suggestions below at this stage.

3. If you're really pressed by time, though, you may want to try to speed up the process of organization building. You might try some or all of the following:

--Using the techniques of brainstorming, sorting, categorizing, inventorying resources, individual work, etc., suggested in the section on early elaboration and also using the products of your work during early elaboration (objectives, categories, ideas), work out one or two diagrams showing major task areas and how they are related which are generally acceptable to the group and which look like they might work.

--Make a rough estimate of the man-hours each task area is likely to require. Make a rough estimate of the man-hours available from members of your group. Make a rough estimate of the man-hours you might be able to get from volunteers outside your group. Do the man-hours needed match up with man-hours available? If you've got less than you need, STOP RIGHT WHERE YOU ARE. Before you do anything else, you MUST cut back on your ambitions. Shrink your objectives or eliminate some of them or cut out the extra flourishes among all those ideas you generated. Then dream up a new diagram of major task areas that fits the available man-hours.

--Next, take inventory of everyone's skills and interests and try to match them up to the kinds of tasks that have to be done in each major task area. If you have areas for which no one has the skills, you should consider your chances of finding a volunteer to handle

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that area. And if your chances of finding someone are slim, you may want to reconsider doing that area at all or rearranging your organizational plan. If you have areas in which no one has an interest, ditto the above. But, if you can match skills and interests to the task areas, then you're ready to give the plan a try--almost.

--Make sure that everyone agrees at least in general to give the organizational plan a fair shake. Otherwise, for sure it won't work and you will have wasted your time trying it out.

--Everyone go to work on their task areas for a couple of weeks or so. (The length of the try-out period will depend on how long your total project is to last.) You might want to set a deadline for re-evaluation of the plan, or you might want to just play it by ear--continue to work under the plan until it starts to break down.

--If the plan does not work, you haven't lost much. Because you've been *working* on the project, getting your hands dirty, you've now got a lot better idea of what it's all about and what kinds of things you'll have to be doing in the future and how much time it will take. Also, because you've been *working* with one kind of organization, you know some of its advantages and disadvantages. All this experiential knowledge will put you that far ahead when it comes to *re*organizing.

--After everyone's gotten a "feel" for their jobs, a few days at most, have a general meeting to map out "bit" deadlines--a less pressure-filled word might be "target dates." Working out your overall schedule will help individuals plan out specific tasks in their own areas. They should do their own task area schedules soon after the overall schedule is done, and then compare the time it *actually* takes them to do things with their *original* estimates. This will give them good info about manpower needs when the time for re-evaluation comes.

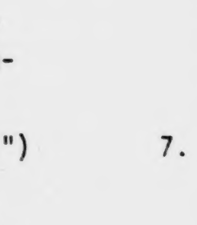
SOME SIGNS OF BAD ORGANIZATION

1. Lots of duplications of efforts. (Complaint of a city government official to a BE staffer: "That's the third time today you people have called me about the same problem. I already told you...")

2. Lots of conflicting decisions. ("I told Steve to go ahead with getting the 200 loaves of bread baked." "But yesterday, when you weren't here, we decided to call off the bread baking, at least for another week.")

3. Lots of tasks "falling between the cracks." ("Oh my god! We forgot to make the arrangements for electrical wiring." "I thought that was Steve's job." "And I thought it was yours." "I never thought of it at all.")

4. Failure to meet many, many deadlines. You shouldn't panic if you miss deadlines every so often--unless, of course, lots of other people's work depends on yours getting done. BUT if everyone or most everyone in your group consistently misses deadlines, your organization may be at fault. You may have underestimated the manpower needed to carry out your project, and thus will have to get some more help or cut back on your overall plans. Or it may be that you've divided up the tasks poorly, not matching talents to tasks or giving someone too much and someone too little to do. Ore, perhaps your scheduling and coordination is poor--one missed deadline produced a huge log-jam of many other missed deadlines. Or, you may have a bottleneck--too many things going through one person before they can proceed any further.



5. Lots of hassles in trying to
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evening show in the bandshell
Allan about the piano, Jon ab
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5. Lots of hassles in trying to find out what's going on. ("In order to find out when to schedule the evening show in the bandshell, I had to check with Allan about the piano, Jon about the bus schedule, Bill about the wiring, Karen about the concert permit and the noise permit, and about two million other people. It took me four hours just to write out a dumb 3-hour schedule!")

6. Lots of bitching among the group. If everyone's grouchy and unhappy, it may mean any number of things, one of which is lousy organization. If your organization's lousy, everyone may be tired from trying to do too much. Or they may be having run-ins about who's supposed to be doing what when. Or they may feel some people are getting away with too little work. Or someone screwed up their task area and "I could've done it a lot better." And so forth.

7. People becoming uninterested in their own areas, letting their tasks go, and dabbling in other's areas. This is a sign of mismatch between interests and/or skills frequently. Check out to see if people want to "trade" areas or if everyone's generally dissatisfied, and would like a total "reslicing of the pie" to develop new areas better matched to skills and interests.

TOO MUCH VS. TOO LITTLE ORGANIZATION

We don't know if we can really help you out on this one. Whether you think you're over-organized or under-organized pretty much depends on how everyone feels about it and whether whatever organization, or lack thereof, you've got appears to be getting the job done.

As you saw in our graph of BE's alternations among chaos, flow, and organization, we experienced a little of both--probably too much organization sometimes and probably too little at other times.

In retrospect, it seems that it was much easier to be disorganized than to be organized.

getting the people

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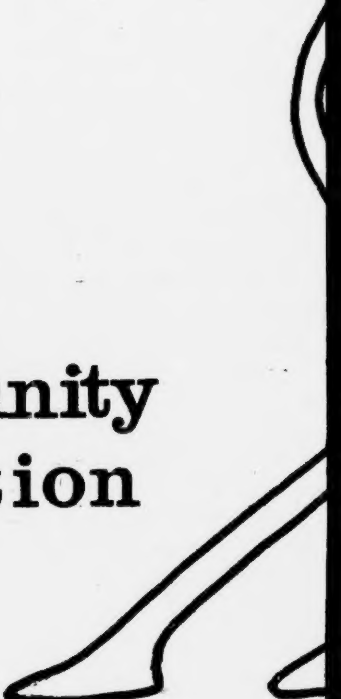

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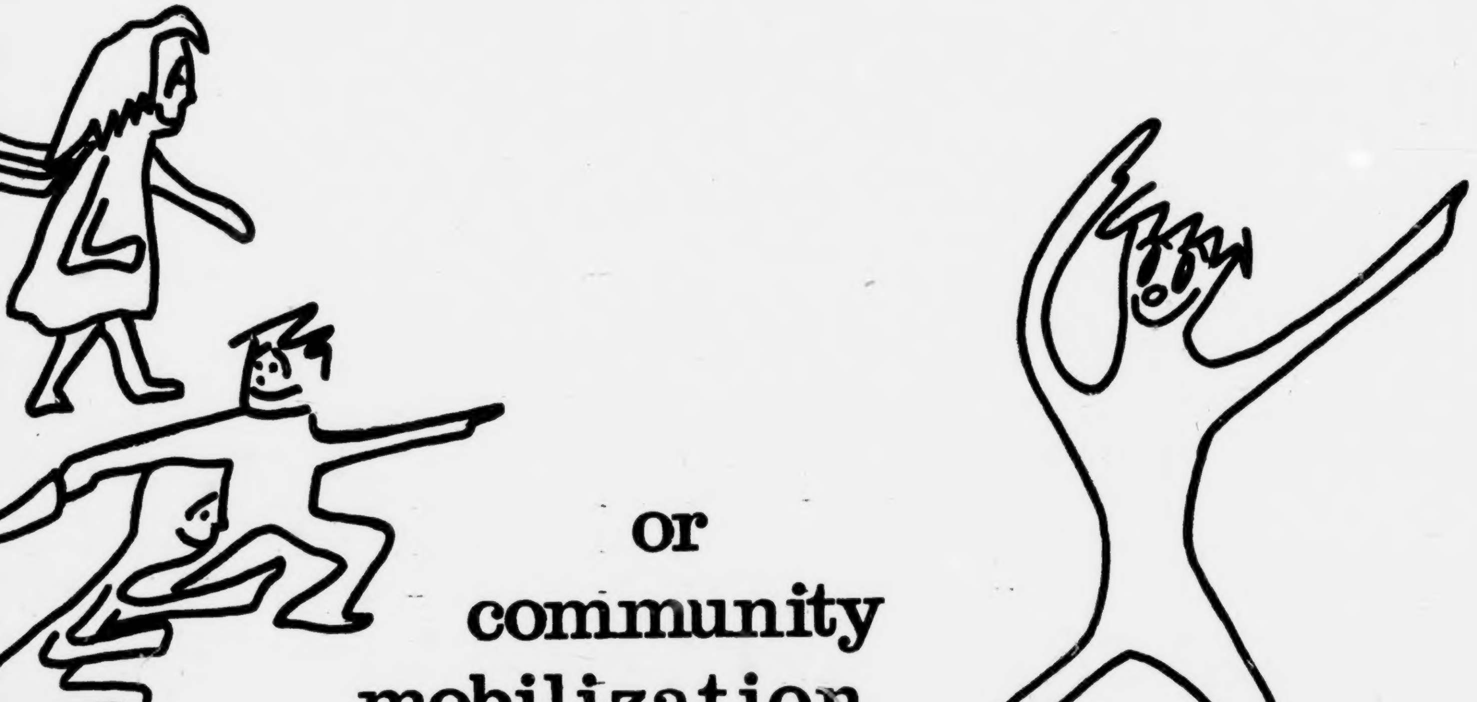

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Once we had some at least fuzzy ideas of what we wanted to do, we had to get lots and lots of people to help us. Our ambitions were far too large for us alone to accomplish.

But not only did we need others' help to accomplish OUR goals. Part of OUR goal was to help others in the community move toward THEIR OWN goals. After all, we wanted to put on a

COMMUNITY fair

and that meant that those other people were needed not just to work for goals that we'd determined, but were needed to add their own ideas about what the goals should be and how we should accomplish them.

> From the first fantasy of the fair, we were committed to involving a cross-sec
> people living in Boulder in every phase of the fair...conceptualizing, plannin
> We wanted young and old, freak and straight, student and worker, businessmen a
> mentalists all working together from their own points of view to put on an exp
> the people in Boulder, The fair was to be an educational experience for both
> to put it together and for those who would participate only through attending
> Boulder Experiments.
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> The fair also gave us a wonderful opportunity to experiment with some of our i
> having education take place in the community instead of within four walls of s
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>
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--Reggie's Reflections on B.E.

We needed people to do the following things:

- --to lend us their general support and goodwill
- --to suggest ideas of things we could do
- --to give us suggestions of people who could help out
- --to critique our ideas and their execution
- --to work actively on the fair or small portions of it

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2) the city, and to lesser extent
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3) the business community, primar
4) community service organization
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5) the University, including facu
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--to give us suggestions of people who could help out
--to critique our ideas and their execution
--to work actively on the fair or small portions of it

The main focuses of our efforts to attract help and support for the fair were:

1) the schools, both public and private
2) the city, and to lesser extent the county governments
3) the business community, primarily in the downtown area
4) community service organizations, such as environmental groups,,churches, political groups, and youth groups
5) the University, including faculty, students, and administration

were successful in mobilizing the community of Boulder for the fair to the tune of about 400 people. least 300 of these were actively involved, and the remainder helped by lending us their good-
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imate that we touched between 900 and 1200 people at minimum.)

In this chapter, we spend most of the space describing our efforts to get people active
since that is the most crucial realm of community mobilization for such a project. How
notes on groups of people who were less actively involved, but still important to our s
supporters, idea-people, contact-people, and critiquers.

General Supporters:

Though less important than the active participants, these people are still really important. It's vital that you generate a goodly amount of goodwill and general support in the community for what you are doing. You need "legitimacy"--the recognition by the community that what you're doing is "OK." This will help you overcome many barriers and will, in fact, eliminate some before they ever arise.

We thought a good way to increase our legitimacy and goodwill within the Boulder community would be to have some "big names" we could point to as our "Advisory Board." If the City Manager, the County Sheriff, a couple of respected businessmen, the Superintendent of Schools, and several others were "backing" us, we thought that would impress people and encourage them to be sympathetic to our project.

Actually, this was an example of blatant politicking on our part, and it really didn't work all that well. (We did, of course, try to make it not seem so baltant, by saying that the Advisory Committee would give us "guidance" and critique our plans. However, we didn't use them so much for that, as simply for names to drop to impress people.) The fact that some Very Important Poeple in town were on our Advisory Board didn't impress anyone that we know of--maybe Boulder is just chock full of independent thinkers. Least of
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all it didn't impress the members of the Advisory Board themselves--they probably recognized quite readily that we were "using" them, and they didn't like that in all likelihood.

The way such a panel of VIPs could be of help would be if they really were sold on your idea enough to talk it up to their friends--and if you blatantly "use" them, they won't be sold on your project. Also, the Advisory Board could be of *great* use if you actually ask them for guidance and criticism. The few times we did, ours were helpful.

Thus, we'd recommend that you don't bother with an Advisory Board of community leaders if all you want from them is their good name. Only if you really involve such a group in your planning and work will they also be willing to help you build up general support and goodwill. The goodwill is wort of a by-product of other things. Probably the best way to gain general support and goodwill is by *working* with influential people in the community *from the beginning*. If they are involved in some concrete way in your planning, then they come to feel they have a stake in the project too, and they will "talk it up" with their colleagues and friends without any hesitation.

Idea People:

Because we wanted Boulder Experiments to be a true community effort, we needed ideas on what we should do and how we should do it from all different kinds of people in the community. Thus, even when people couldn't actively work on the fair, we'd try to get them to offer us ideas. Getting ideas isn't really all that hard--in fact, you may find yourself inundated with more than you ever wanted. All you have to do is remain alert, be open to ideas from any and everyone--even people you detest can have

good ideas sometimes, and h
bring up those ideas when t
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of "having ideas." You can
time from everyone. But it
people around that seem to
dreaming up good ideas.

People People:

Again, you don't need to specifically assign one or two people on your staff the job of thinking up good contacts and resource people--you just pick up names of contacts and resource people in the process of working on your project. Again, you do this by being alert and open and having a good memory

(or good note-taking system
names of people who might h
handy to know a couple of p
who seem to know everybody
whom to contact when you ne
problem.

Critiquers:

Everybody needs sympathetic, constructive criticism. We tried to build in criticism in several ways--through the Advisory Board, through Volunteer's Meetings, in our own meetings. However, we found we weren't always too good about accepting criticism. We nourished the illusion that we were perfect, or that the criticizers were just trying to encroach on our power, or that the criticisms were stupid, etc. Criticism is hard to take, but your project--any project--would probably be improved by it. So we'd recommend that you try to build it in in several says: be sure to be critical of yourselves in most, if not all, things that you do--perhaps even set

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things that you do--perhaps even set

aside specific meetings for criticism; provide opportunities for volunteer workers on your project to criticize--and listen to their criticisms; and try to set up a small group of outsiders who can periodically criticize your plans and progress. The group of outsiders should be sympathetic, and you should feel sure of their sympathy, so that you'll be more likely to listen to their criticisms. The fact that they are outsiders is very important--they'll be able to look at your project with fresh insights, while your vision may sometimes be dimmed by the fact that you're right in the middle of things.

ACTIVE

On the pages that follow in this chapter, we focus mainly on getting people to work actively on the fair.

This is probably the hardest part of GETTING PEOPLE.

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We used a mixed bag of approaches for getting people interested in the fair.

1) PRESENTATIONS TO ORGANIZED GROUPS

One of our most used means of getting people to volunteer was to make one or more formal presentations of our plans and needs for assistance to groups such as the Boulder Environmental Council, the Downtown Businessmen's Association, PLAN teachers' meetings, and school classes.

We learned with each new presentation. One way we tried to get people involved was by emphasizing points of particular interest to each group we addressed. We learned to identify the main concerns of interests of the groups and then show them how our interests coincided with theirs.. To the downtown businessmen, we spoke of getting people downtown, experimenting with a focus on the downtown in setting up a mall, out policy of not selling anything at the fair other than food and environmental books. To the schools we talked of involving students of all ages in planning and working.

In making presentations we found it valuable to have two people working as a team. This way the presentation was less likely to become boring because the center of attention changed back and forth between the two people and we had a supporter to help overcome our nervousness. Fewer points or ideas were passed over with one person there to remember the points the other one missed. It was reassuring to work in twos.

As we talked to more and more people, we realized the need to be clear about our idea and as specific as possible about what we wanted from them. We went from feeling our way into the presentations with almost no preparation in January to being very detailed and planned with maps, lists, overlays of the mall area and a folder with handouts including our agenda for the meeting. This last presentation was the biggie with the downtown merchants.

We did not do as much follow up on our presentations as we could have. At one luncheon, with PLAN Boulder County, we made a good presentation and collected about twenty names of interested people from this group. As work on the fair progressed we made little use of these potential supporters.

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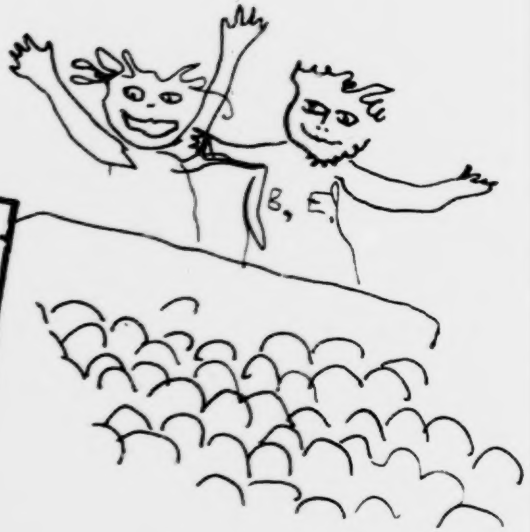

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As we gained experience in making presentations, we got quite "organized" and elaborate sometimes. In the section on the Downtown's Businessmen's Association, we've included a copy of the plans for our big presentation to the DBA--we consider the agenda for that meeting, the exhibits accompanying it, and our hours of "rehearsal" to be the ULTIMATE in presentation planning.

MEMORANDUM

To: Karen Wiley

From: R. Curtis Johnson

Date: March 6, 1973

You may want to pass this suggestion on to Steve McElroy and the others working on the fair. There is going to have to be a bit of entertainment here and there and I strongly recommend that you give serious consideration t inviting Propinquity to be part of the entertainment. In case you haven't he Hungry Farmer on Sunday nights to hear this group, I suggest o. Kay Urry knows a lot about them. I once had a personal daughter was a member of the group and she still performs town. We know all of the group very well, however, llent musical group and fine entertainment.

---

2) PERSONAL CONTACTS:

Probably the msot important means of getting people to help on the fair was through contacts. We just asked friends, friends of friends, and anyone we happened to or run into if they'd be interested in helping out in some way.

Frequently our contacts would in turn suggest further contacts. For in Board member would say, "Say, you know Dr. Envirofreak in the Engine University is working on a solar energy project right now. I bet If we were really in gear (which we weren't always) we'd pick appointment for one or two of us to go over and talk to Dr and see if he'd be interested in helping or could put us would.

Through such "contact chains" we built up quite ested or who knew someonw who might be inter

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Probably the msot important means of getting people to help on the fair was through personal contacts. We just asked friends, friends of friends, and anyone we happened to hear about or run into if they'd be interested in helping out in some way.

Frequently our contacts would in turn suggest further contacts. For instance, An Advisory Board member would say, "Say, you know Dr. Envirofreak in the Engineering School at the University is working on a solar energy project right now. I bet he'd be a good resource." If we were really in gear (which we weren't always) we'd pick up the phone and set up an appointment for one or two of us to go over and talk to Dr. Envirofreak, to explain the fair and see if he'd be interested in helping or could put us in contact with someone else who would.

Through such "contact chains" we built up quite a substantial list of people who were interested or who knew someonw who might be interested in the fair.

EXHIBIT E

Contacts —Education Activities

community free school-1030 13th-447 8733
youth service bureau-box 791,city of boulder-442-2020 (melba shepard)
boulder valley public schools-6500 arapahoe 442-6931 (gene gillette)
united protestant center-1520 euclid-443-3680 (bill kastning)
university of colorado(all departments) 443-2211

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bike repair

high wheeler/
repair course
alternative /12

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auto repair

bug house/442
auto informat

---

carpentry

the wood shop/
will glasbrenn

---

psychology

evergreen institute/2242 s.
clay bridgeford-CU grad
kay rosenberg/chpeople's fa
carl hallnyer, sharon lehman
warren baker/757-6521

gestalt institute of denver/george/744
leon siegal /442-8375

> I looked up and called bicycle repair and auto repair and alternative auto rep places in town to see if they were interested. I knew a little about places which teach people social skills--for instance the Evergreen Institute and so called them. One of the things I felt very helpless about was that there wasn really any directory. Though there were directories of what are called alternatives in this region, they are out of date and too narrowly defined in their conception of the counter-culture--of the kinds of skills we need to live. Th main way to find people was to depend on contacts. I began to create a networ of contacts so that I was able to make long lists of contacts before the fair done. Much of the planning of the education experiments for the fair involved going through that list of contacts to find people who were sympathetic to the fair idea and who would participate. Some of the mini-courses planned for B.E were: bicycle repair done by the High Wheeler; auto repair done by either the Bug House or Auto Information Coop.
>
> --Steve H

Name
Karen Paget
Ruth Wright
Eileen Weppner
Steve Williams
Joyce Davies
Carolle Williamson
Bill Nikkil
Dale Moburg
Gene Gullette
Russ Campbell
Worthington
Rolling

PLAN Bou
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City Planning Departm
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Schools
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ucation Activities

-1030 13th-447 8733
-box 791,city of boulder-442-2020 {melba shepard)
schools-6500 arapahoe 442-6931 (gene gillette)
nter-1520 euclid-443-3680 (bill kastning)
do(all departments) 443-2211

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--Steve H.

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-CU grad
people's fa
haron lehman
-6521
denver/george/744
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EXHIBIT E

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PLAN Boulder
City Planning Department
Assistant Superintendent of Schools
City
Architect
University Mountain Community
Instructor, Political Theater, CU
Architect
School of Environmental Design, CU
Downtown Merchants Association,
Smith Shoe Company
Boulder, CU Department of
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Assistance

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Publicity
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General assistance
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Legal
City planning
School Coordinatio
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COLORADO SCHOOL OF MINES RESEARCH INSTITUTE
P.O. Box 112
GOLDEN, COLORADO 80401

February 23, 1972

REFER TO

Mr. Steve McElroy
Sadmess
Fair View High School
1515 Greenbriar Blvd.
Boulder CO 80303

Dear Mr. McElroy:

We read, with much interest, of your plans to schedule a Fair in the city of Boulder on May 12 to May 14 covering the subject of the future environment. We noticed that you are trying to solicit demonstrations from various companies that are working on current environmental problems. We have been working, for about two years, on a method for recycling glass and building rubble and converting them into usable construction materials.

If this subject is of interest to you, please let us know and we can discuss the matter further. In any event, we wish you succes with your Fair; we think the idea is excellent.

Yours truly,

T. C. Shutt

T. C. Shutt
Projects Manager
Chemical Division

/laj

3) GENERAL ADVERTISING:

A third means of mobilizing the community, probably the least used and le
through generalized, impersonal "calls for help" through advertising. We
was going on and asked for volunteers through school and community newspa
bulletins, through handouts, and through posters. This did bring in some
as the fair grew nearer and publicity increased--but it was not nearly so
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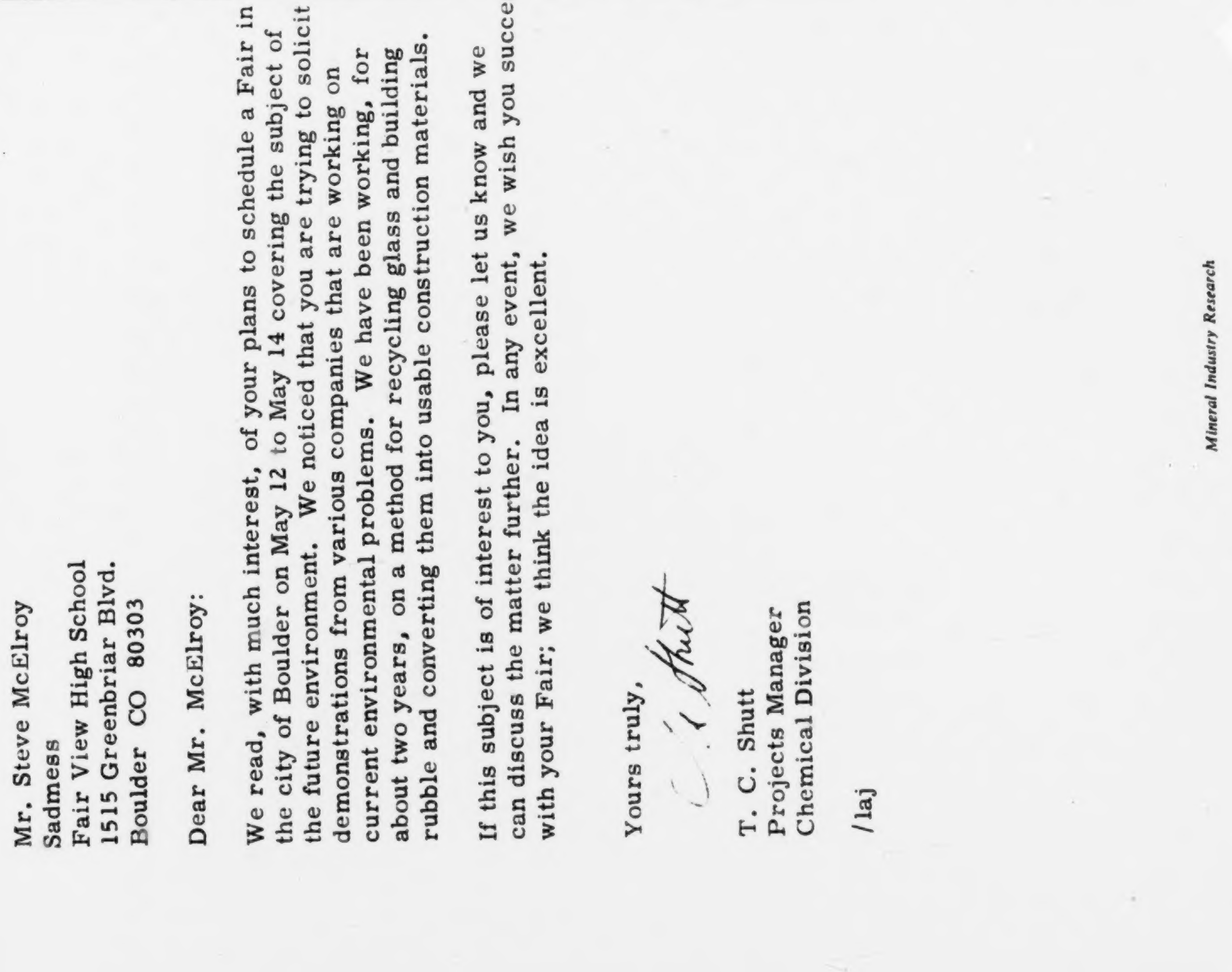
GENERAL ADVERTISING:

A third means of mobilizing the community, probably the least used and least effective, was through generalized, impersonal "calls for help" through advertising. We publicized what was going on and asked for volunteers through school and community newspaper articles and bulletins, through handouts, and through posters. This did bring in some people--especially as the fair grew nearer and publicity increased--but it was not nearly so effective as personal contacts and group presentations.



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Mineral Industry Research

4) COMBINATIONS OF THE ABOVE:

In many cases, it was the combination of all the above approaches that "turned th
effective way of making people conscious of what you're doing and then getting th
in is to hit them from all sides. Each approach reinforces the others.

A good example of the combination of all three approaches were our Volunteer Meeti
The people who came to the volunteers meetings had heard of Boulder Experiments th
to groups of which they were members, through direct contact with B.E. staff membe
through the grape-vine, and through school and city newspapers, posters, and flier

Weekly Volunteer's Meetings were held to organize and coordinate the people working on the fair. Our early publicity for the fair encouraged interested people to "come to a meeting any Wednesday night at 855 Broadway, at 7:30." Although we later switched meetings to Tuesday evenings, we continued to hold these weekly events right up to the fair.

From a modest beginning of only five or six people these meetings expanded in six (slowly) as the fair did. We had around fifty people at the last two or three meetings. (This may have had something to do with personally phoning over 100 and asking them please to come.)

After the first two or three meetings, we developed a pattern for our remaining meetings. We divided into two or more groups. One, for new people, was devoted to giving a general overview, answering questions, and identifying interests. The other groups dealt with specific needs at the time: coordinators, marshals, food, posters, etc. Often we would have a session of the whole group, too, either to give information or to get a group opinion on some particular question.

These meetings went, on the whole, quite well. But there's always room for improvement. Some suggestions I would make:

1) Be better prepar
have ideas of sp
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resource and the
wasted.

2) Make the meeting
not just talk.

3) Get to know all
interests and ab
how very importa
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4) Suggest tasks wh
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1) Be better prepared before the meeting; have ideas of specific tasks that people can take on; these people are a major resource and their time should not be wasted.

2) Make the meetings real work sessions, not just talk.

3) Get to know all the volunteers, their interests and abilities. Let them know how very important they really are to the project.

4) Suggest tasks which are in line with each volunteer's own interests; make it clear that there is something for him in what he's doing as well as something for the project as a whole. People are not so generous that they will work for weeks without getting some "payoff" out of it.

--Janey

One of our rudest awakenings occurred when, in February or so, we realized that people were not scrambling on top of each other to get a chance to work on the fair! We had assumed that there were just tons of people in Boulder with groovy ideas of things they were just dying to do, given the opportunity, such as a gala spring fiar.

Well, there were a lot of people in Boulder with groovy, if somewhat vague, ideas. Some of them--a few--were also "dying" for a chance to develop and present them. (For instance, the League of Women Voters and the glass people from Colorado School of Mines in nearby Golden actually came came to us and asked to be included.)

But for the most part, we found that our solicitations of activities for the fair went something like this:

BE Staffer: "...and that,
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Now we need yo
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Potential Volunteer: "Gee,
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BE Staffer: "Well, most of
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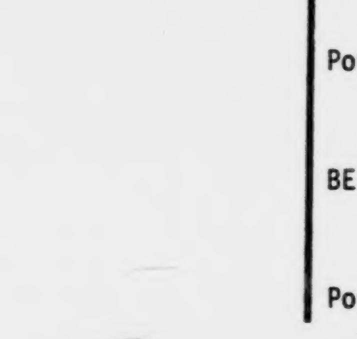

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e fair went something like this:

BE Staffer: "...and that, in general, is what we want to do with Boulder Experiments. Now we need your help. Would you be interested in doing something for the fair?"

Potential Volunteer: "Gee, that sounds great. Yah, I'd like to help. What have you got that needs to be done?"

BE Staffer: "Well, most of all we'd like you to do whatever you want to do that's related to Boulder's environment."

Potential Volunteer: "Um, well, er, Gosh, there are lots of things--that's such a biiiig area. I never really thought in terms of specific things to do that would be interesting for a fair, though. I wouldn't know where to begin. But I'd be glad to help on just about anything. You just let me know when you need someone to to something.

For the first few months. we'd let it drop at that. We'd put their name and phone number on
call them soon. In most cases, we never called, or didn't call until much later when they'd a
A lot of valuable resources fell by the wayside as a result.

As we experienced more and more of these failures to get solid commitments, we began to develo
helping people focus in on things they could do and then pinning them down on what they actual
furnish them with a list of suggestions and ask if they were interested in doing any of them o
off any ideas in their head.

This helped in a lot of cases. For instance, with the schools. We found that many of the tea
take part unless we could give them some very specific suggestions about what to do. They hav
activities for their students already that they probably don't welcome msot requests taht the
and become super-creative in developing outside activities as well. We brainstormed a long li
for the schools and used it in contacting teachers.

GUIDELINES FOR SCHOOL INVOLVEMENT

IN

"BOULDER EXPERIMENTS"

The following outline represents our ideas
and is in no way complete or final. We encourage sug
teachers, students, and administrators but we hope th
will provide an understanding of the ways in which we
involve the schools in the community and vice-versa.
wish to stress that we do not want to provide set "pr
to carry out; we wish to involve students in planning
carrying out projects, and we believe that these proj
experiences as much-or more-for the students as for tl
results at the fair.

Suggested Activities for Elementary Schools

1. Paint trash cans for city use. Involve high sch
   service club in securing trash cans.

2. Make posters for publicity with themes such as en
   nature, etc.--possibly in a contest. Involve hig
   dents and/or printing shops in printing winning p

3. Art work--possibly a sale

   a) mobiles
   b) paintings
   c) "graffite boards" Children could paint at th

4. Collage flags for decoration at fair. Involve va
   in donating material scraps and other supplies.

5. Design environments for display at fair.

   a) future cities
   b) playgrounds they would like to play in
   c) environments (i.e. houses) they would like to

6. Write stories, poetry to be read aloud in a "poet

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6. Write stories, poetry to be read aloud in a "poet
fair.

7. Compile a display on the various activities in th
and conservation that take place in the schools.

8. Make and decorate paper litter bags to be given a

9. Encourage children and teachers to come up with t

months. we'd let it drop at that. We'd put their name and phone number on a list and say we'd
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eative in developing outside activities as well. We brainstormed a long list of possibilities
used it in contacting teachers.

Suggested Activities for Junior High and High Schools

1. Home Economics Classes: provide food at fair. Involve the Grainery and the Bakery in teaching different types of cooking.

2. Theater Classes: involve in street theater.

3. Music Classes: choirs, small instrumental groups could provide music at fair.

4. Science Classes: involve in community projects--water testing, for example--and providing displays at fair.

5. Government Classes: involve in investigating and presenting at fair the politics of environmental legislation and city planning.

6. Economics Classes: investigate the comparative costs of operating cars and various forms of mass transportation, or the economic implications of industrial pollution control.

7. Math students: involve in computer demonstrations.

8. Journalism Students: school newspapers could cover fair, provide information and publicity.

9. Sociology Classes: design and follow through with a questionnaire to determine public reaction to the various experiments at the fair.

10. Student Councils: act as a means of contact with students, involve in projects such as recycling drives, clean-ups, etc.

This outline was developed by Louise Tenenbaum and Lucy deChadenedes, school coordinators for "Boulder Experiments."

2/23/72
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planning.

However, we never got as good as we really could have if we'd paid a little more attenti area.

The ideal would have been, perhaps, to continue the previous conversation between the BE Potential Volunteer (hereinafter referred to as PV) in something like the following manne

BE Staffer: "I remember you said earlier that you were really interested in geography."	(Try to find out wh are in general.)
PV: "Yup, I took a couple of courses in it last year."	
BE Staffer: "You know, there's a guy on campus that's doing some really interesting work in geography. He's trying to find out how people in Boulder react to the wind--like did the people in that trailer court that got demolished by the fall winds last year decide to buy houses, or move to a less windy location, or just bull-headedly go back to the same trailer court?"	(Home in on some mo related to his inte reacts with contin
PV: "Ym-hmmmm. But I'm not really so interested in that. I like the physical side of geography a lot better. It's interesting how Boulderites react to those bad winds, but I'd really like to know why we have those winds in the first place and if they used to be as bad as they are now."	
BE Staffer: "Oh. Hey, I know a guy up at the National Center for Atmospheric Research that was talking about that the other day. I think he said they were doing a study of the causes of Boulder winds."	(Drawing on your va local resources, gi there might be som a project that see
PV: "Hey, you know, I've always wanted to go up to NCAR and look around! A friend of mine took a tour up there and said it was really far out."	

(continu

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d have been, perhaps, to continue the previous conversation between the BE Staffer and the Potential unteer (hereinafter referred to as PV) in something like the following manner:

I remember you said earlier that you were really interested in geography."	(Try to find out what the PV's interests are in general.)
ook a couple of courses in it last year."	
You know, there's a guy on campus that's doing some really interesting work in geography. He's trying to find out how people in Boulder react to the wind--like did the people in that trailer court that got demolished by the fall winds last year decide to buy houses, or move to a less windy location, or just bull-headedly go back to the same trailer court?"	(Home in on some more specific aspect related to his interests, and see if he reacts with continued interest.)
. But I'm not really so interested in that. I physical side of geography a lot better. It's ing how Boulderites react to those bad winds, really like to know why we have those winds irst place and if they used to be as bad as they "	
Oh. Hey, I know a guy up at the National Center for Atmospheric Research that was talking about that the other day. I think he said they were doing a study of the causes of Boulder winds."	(Drawing on your vast familiarity with local resources, give the PV a hint that there might be someone he could work on a project that seems to interest him.)
know, I've always wanted to go up to NCAR and und! A friend of mine took a tour up there and was really far out."	

(continued on next page)

BE Staffer: "I betcha they have stuff like wind tunnels and films of storms forming over the mountains. It'd be really great if they'd let us use some of their stuff for the fair!"

(Narrow down to some
at some point after
area that interests
some specific sugges
sources of material
resources.

PV: "Hey, I'd like to try to build something. Maybe they could show me how to build a little glass tank in which I could demonstrate how clouds form, and I could show a film about weather!"

BE Staffer: "Let's go call my friend Joe right now and see if we can go up and talk to him. I betcha he could give us some really good suggestions, and maybe even let us use some of their films and stuff. Maybe he'd even want to work on the project himself!"

(Don't let it drop a
"Hey, whyncha call J
work something out."
the PV has a lot of
shy. Help him out a
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yourself.)

PV: "Great. I'm really getting excited. This could be fun!"

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and call him up in a

"I betcha they have stuff like wind tunnels and films of storms forming over the mountains. It'd be really great if they'd let us use some of their stuff for the fair!"	(Narrow down to some specific possibilities at some point after you've found a general area that interests the PV. Also, make some specific suggestions, if you can, of sources of material as well as human resources.
d like to try to build something. Maybe they how me how to build a little glass tank in which demonstrate how clouds form, and I could show about weather!"	
"Let's go call my friend Joe right now and see if we can go up and talk to him. I betcha he could give us some really good suggestions, and maybe even let us use some of their films and stuff. Maybe he'd even want to work on the project himself!"	(Don't let it drop at this point with "Hey, whyncha call Joe and see if you can work something out." Unless, of course, the PV has a lot of initiative and isn't shy. Help him out a little bit further--though be careful not to get yourself into the trap of doing the whole project yourself.)
I'm really getting excited. This could be fun!"	(If he says instead, "Right now? Well, um, er, lemme think about it," you have three alternatives: (1) take it as evidence he's not really interested at all and don't try to get him involved any more; (2) take it as evidence that he's n not interested in that particular idea, but may still be interested in something else and try to find out what that something else is--i.e., return to Go; or (3) take it at face value--he really wants to think it over, so give him time and call him up in a few days.)

IF YOU FOLLOW-UP IN THIS WAY, YOU'RE MORE LIKELY TO SEE YOUR INITIAL EFFORTS AT GINNING UP INTEREST BEAR SOME FRUIT.

In this example, the staffer paid attention to -
1) the individaul -- he didn't just think in terms of the vague category "volunteer." Rather, he found out what this particular volunteer wanted to do. At the beginning, the volunteer himself didn't know what he wanted to do. The staffer helped him "search" his interests by offering a general suggestion and listening carefully to see if the response was negative or positive. Through a series of suggestions, attention to the volunteer's responses he helped the volunteer to narrow down to a more or less specific idea--doing something dealing with Boulder winds.
2) the specifics -- the staffer didn't leave the volunteer hanging with some vague, fuzzy idea, but offered a few specific suggestions about how to proceed from the idea--go see Joe at NCAR, maybe you can use some of the material resources of NCAR, etc. And, of course, in the process of helping the volunteer to focus in on an area of interest, they moved from a very general idea to a couple of specific alternatives for the fair--have a miniature cloud formation demonstration or show some weather films.

AT THIS POINT, HOWEVER, YOU STILL HAVEN'T GOTTEN A COMMITMENT--you've only gotten what we came to label an "initial commitment." That means, yah, he's really interested, but he hasn't come up with any definite plans yet or started working on the project. He's still feeling the situation out, seeing what could be done and thinking it over.

Thus, you have to go one mo
really-o, truly-o have a fi
COMMITMENT.

We made the mistake of thin
commitment at this stage, f
No, wait, that's not really
the day before the fair.
"Commitments" dropped off l
dsicovered. Even at the fa
people who'd said they'd be
the other didn't show at th
many, in fact: out of 85 e
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(We made up for some of the
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yet or started working on the project.
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nd thinking it over.

Thus, you have to go one more step before you really really-o, truly-o have a firm, solid, for-sure COMMITMENT.

We made the mistake of thinking that we had a real commitment at this stage, for the first few months. No, wait, that's not really true. Clear up until the day before the fair.
"Commitments" dropped off like deal flies, we dsicovered. Even at the fair itself, a number of people who'd said they'd be doing this, that, or the other didn't show at the last minute. Too many, in fact: out of 85 exhibits listed on the program 36 did not show up. And some of those were people we considered "our msot reliable commitments"! (We made up for some of the gaps, because about ten exhibits and other kinds of activities signed up at the last minute and didn't get on the program. But there were still some great gaping holes in the fair.)

That just goes to show that you have to "read the signals" that the other person is giving off when he says he'll do something very very carefully. And you have to make sure that he understands what you're expecting of him, too.

Let's go back to the imaginary conversation with the Potential Volunteer. After the mee
you should proceed something like this:

(assuming, of course that you yourself didn't attend the meeting. If you did, you should firm things up at the meeting itself probably.)

BE Staffer: "How did your meeting with Joe go? Did you all decide on a project?"	(Find out where the
PV: "It was really interesting. He offered to help me put together some demonstration equipment, and to let me use some of their data for a display, and to let me use one of their films."	
BE Staffer: "Will he be able to spend much time helping you--I mean, actually building the stuff and organizing the program?"	(Find out as specifi going to be working much work they can r put in.)
PV: "Well, he said he wouldn't have a whole lot of time, but he could give me advice on how to do it and where to get the stuff I'll need. And he said maybe the son of a friend of his would like to work with me."	
BE Staffer: "Great! Do you think that, even if the other kid doesn't come through, you could get it all done?"	(Find out if the guy through.)
PV: "Well, I dunno. I gotta a heavy school load this semester. I'd really need some help, I think."	
BE Staffer: "OK. Listen, I'll check back with you next week, and if Joe hasn't gotten that other guy to help you, I'll see if I can find someone."	(Take note of his do "commitment" that ma without a little hel

(conti

to the imaginary conversation with the Potential Volunteer. After the meeting with Joe at NCAR, ceed something like this:

(assuming, of course that you yourself didn't attend the meeting. If you did, you should firm things up at the meeting itself probably.)

ffer: "How did your meeting with Joe go? Did you all decide on a project?"	(Find out where the PV's at, first.)
was really interesting. He offered to help put together some demonstration equipment, and let me use some of their data for a display, to let me use one of their films."	
ffer: "Will he be able to spend much time helping you--I mean, actually building the stuff and organizing the program?"	(Find out as specifically as possible who's going to be working on the project and how much work they can really be expected to put in.)
ll, he said he wouldn't have a whole lot of e, but he could give me advice on how to do it where to get the stuff I'll need. And he said be the son of a friend of his would like to work h me."	
ffer: "Great! Do you think that, even if the other kid doesn't come through, you could get it all done?"	(Find out if the guy really thinks he can come through.)
ll, I dunno. I gotta a heavy school load this ester. I'd really need some help, I think."	
fer: "OK. Listen, I'll check back with you next week, and if Joe hasn't gotten that other guy to help you, I'll see if I can find someone."	(Take note of his doubts--this is a "commitment" that may not come through without a little help from you.)

(continued on next page)

PV: "That'll be great. I tell you what, I'll call you Friday, cuz Joe said he'd let me know by then."	(If he actually calls better. But don't cou reminder to yourself t called you by, say, Mo
BE Staffer: "That's good. OK, now, I guess I'd better get down what your plans are for the record. Let's see, I've got your phone number here already. Now can I say that you'll be doing a program on Boulder winds that will include a film, a demonstration, and a display?"	(Now, get down to spec record of the essentia on anything that you a him, such as furnish h etc. Check out what y with him, to make sure really planning.)
PV: "Yup."	
BE Staffer: "And will you be able to furnish your own projector?"	
PV: "I don't know yet. I'll let you know when it gets closer to the time."	(Note on the paper tha with him about 2 weeks about whether he needs other equipment.)
BE Staffer: "OK. Here, is what I've put down what you had in mind? I'll send you a copy of it as soon as I can get it Xeroxed. Sounds really fun!"	

l be great. I tell you what, I'll call you cuz Joe said he'd let me know by then."	(If he actually calls you Friday, so much the better. But don't count on it. Write a reminder to yourself to call him if he hasn't called you by, say, Monday.)
"That's good. OK, now, I guess I'd better get down what your plans are for the record. Let's see, I've got your phone number here already. Now can I say that you'll be doing a program on Boulder winds that will include a film, a demonstration, and a display?"	(Now, get down to specifics. Keep a written record of the essential details, with notes on anything that you are supposed to do for him, such as furnish him with a projector, etc. Check out what you put down on paper with him, to make sure that's what he's really planning.)
"And will you be able to furnish your own projector?"	
t know yet. I'll let you know when it gets to the time."	(Note on the paper that you should check with him about 2 weeks before the event about whether he needs a projector and any other equipment.)
"OK. Here, is what I've put down what you had in mind? I'll send you a copy of it as soon as I can get it Xeroxed. Sounds really fun!"	

2/9, Steve McElroy

BOULDER EXPERIMENTS APPLICATION FORM

GIVE A BRIEF DECRIPTION OF YOUR DEMONSTRATION.

Boulder winds:

1) film - from NCAR

2) display - using stuff from NCAR

3) demonstration - cloud chamber

WHAT EQUIPMENT WILL BE NEEDED (electricity, micophones, projectors, record players.ect.)

Not sure yet - probably projector, table, chairs - call back nearer fair -

HOW MUCH TIME AND SPACE WILL BE NEEDED?

Not sure - call back

HOW MANY DAYS WILL YOU RUN YOUR EXPERIMENT?

Not sure - call back

NAME: P. Volunteer

ADDRESS: 932 Myrtle

PHONE: 443-8291

(Joe M. at NCAR is consulting; will try to get him a guy to help.)

We would like to see the displays done in a very creative manner. Try to stay away from the ordinary and do something different. We will

3) demonstration - cloud chamber

WHAT EQUIPMENT WILL BE NEEDED (electricity, micophones, projectors, record players.ect.)

Not sure yet - probably projector, table, chairs - call back nearer fair -

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HOW MANY DAYS WILL YOU RUN YOUR EXPERIMENT?

Not sure - call back.

NAME: P. Volunteer
ADDRESS: 932 Myrtle
PHONE: 443-8291

(Joe M. at NCAR is consulting; will try to get him a guy to help.)

We would like to see the displays done in a very creative manner. Try to stay away from the ordinary and do something different. We will not allow anyone to set up a booth containing only literature and unnessesary use of paper. Try to make your display one that an individaul can experience or feel through sight, touch, or merely someone to speak about.

We would like to express our thanks to you for participating in the fair and making it as successful as possible.

Even after you've done all this, you still should check up with the Volunteer ever to find out how his project is coming along, to find out if you can help him move better, and to assure him that you still know he's alive and knocking himself out

If fair time is nearing and you find that some volunteers are having more trouble projects, that will give you a clue about where to focus your attention and where teers that aren't attached to any specific project yet.

If fair gime is nearing and you find that MOST volunteers are having trouble and p the deadline, THEN you've got a real problem. But, if you've kept a continuing ch progress and taken steps to help them out all along the line, this problem shouldn

you've done all this, you still should check up with the Volunteer every once in a while--
t how his project is coming along, to find out if you can help him move it along faster or
d to assure him that you still know he's alive and knocking himself out on your behalf.

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that will give you a clue about where to focus your attention and where to throw in volun-
aren't attached to any specific project yet.

me is nearing and you find that MOST volunteers are having trouble and probably won't make
ne, THEN you've got a real problem. But, if you've kept a continuing check on everyone's
nd taken steps to help them out all along the line, this problem shouldn't arise.

May 5, 1972

Dear Boulder Experiments Participants:

The enclosed form contains information regarding your exhibit, demonstration, experiment, performance, or other kind of activity to be conducted during the Boulder Experiments Fair. Because of the number of activities scheduled for the fair (over 90 at this point!) we may easily have gotten the times, locations, space requirements, and equipment orders for some activities garbled. Please take a few minutes to double-check the information on the form and let us know if there should be corrections or if you have questions. (443-1370 or 443-2211 ext. 8155--ask for your block captain or Connie, Allan, or Karen)

The setting up of the fair will begin the evening of Friday, May 12. However, we are not planning to have any exhibits going until Saturday morning. The program for Friday evening will consist only of a show in the Bandshell, building the 39' dome in the Library parking lot, transporting tables, chairs, and other equipment to storage areas near the fair sites, and doing the electrical wiring. Any assistance you would like to give in the Friday evening operations would be welcome--we need trucks and lots of people to help load and unload equipment.

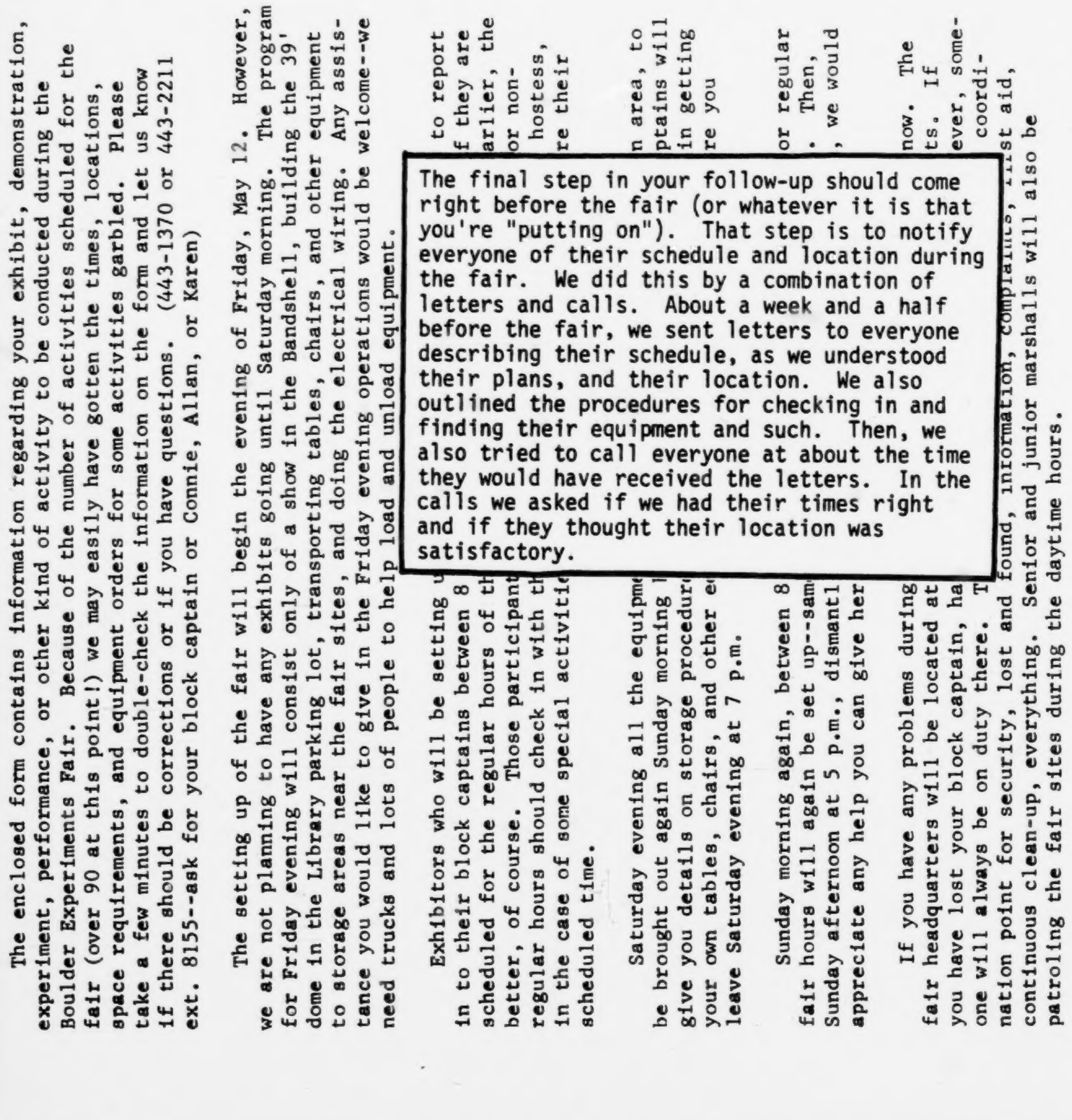
Exhibitors who will be setting u … to report
in to their block captains between 8 … f they are
scheduled for the regular hours of th … arlier, the
better, of course. Those participant … or non-
regular hours should check in with th … hostess,
in the case of some special activiti … re their
scheduled time.

Saturday evening all the equipm … n area, to
be brought out again Sunday morning … ptains will
give you details on storage procedur … in getting
your own tables, chairs, and other e … re you
leave Saturday evening at 7 p.m.

Sunday morning again, between 8 … or regular
fair hours will again be set up--sam … . Then,
Sunday afternoon at 5 p.m., dismantl … , we would
appreciate any help you can give her

The final step in your follow-up sho
right before the fair (or whatever i
you're "putting on"). That step is
everyone of their schedule and locat
the fair. We did this by a combinat
letters and calls. About a week and
before the fair, we sent letters to
describing their schedule, as we und
their plans, and their location. We
outlined the procedures for checking
finding their equipment and such. T
also tried to call everyone at about
they would have received the letters
calls we asked if we had their times
and if they thought their location w
satisfactory.

The final step in your follow-up should come right before the fair (or whatever it is that you're "putting on"). That step is to notify everyone of their schedule and location during the fair. We did this by a combination of letters and calls. About a week and a half before the fair, we sent letters to everyone describing their schedule, as we understood their plans, and their location. We also outlined the procedures for checking in and finding their equipment and such. Then, we also tried to call everyone at about the time they would have received the letters. In the calls we asked if we had their times right and if they thought their location was satisfactory.



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fair hours will again be set up--sam . Then,
Sunday afternoon at 5 p.m., dismantl , we would
appreciate any help you can give her

If you have any problems during now. The
fair headquarters will be located at ts. If
you have lost your block captain, ha ever, some-
one will always be on duty there. T coordi-
nation point for security, lost and found, information, complaints, first aid,
continuous clean-up, everything. Senior and junior marshalls will also be patroling the fair sites during the daytime hours.

This "last round" of follow-up brought to our attention some of the communications fai
earlier commitment-making efforts, and fortunately, we were able to correct some of th
even at that late date.

HOWEVER,

Even with very very thorough follow-up, which ours was not, you're still bound to have a few commitments that don't come through.

If you've been keeping close check all along, you can predict and make adjustments for those commitments that appear to be shaky--for instance, give them a role or location that's not too crucial for the success of your project.

BUT THEN, there are always those unforeseen things--like the anti-war demonstrations the week before Boulder Experiments--that can screw up the works.

Many, many of our volunteers "dropped out" of the fair the last week and shifted their energies to anti-war activity. Some of our most important activities like the Adventure Playground had to be bagged because the manpower deserted us.

There's no way to fo
for such occurences-
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don't have much advi
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Some of our most important
like the Adventure Playground
agged because the manpower
.

There's no way to foresee and plan for such occurences--national crises, a death in the family, strep throat, winning a trip to Las Vegas for the weekend of the fair. And we really don't have much advice to give you, should such a thing happen to your project. All we can say is "Try to keep your wits about you and play it by ear."

gettin
permis

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getting permission

or

« red tape »

Seemed like every time we thought of something we wanted to do we had to get some kind of permit. Permits for closing rights of way, health permits, fire permits, noise permits, etc. We almost let the permit bussiness boggle us; but then we found that with a little help from city government people, working our way through the legal maze wasn't really as difficult as we had thought it would be.

Bob Sample, the Assistant City Manager, spent many hours with us explaining the different kinds of permits we'd need, telling us where we could get them, and describing the kinds of standards we'd have to meet in order to get them. Many others in the city (and the county government, too) helped us work out the details--the fire marshall, the city clerk, the noise officer, etc.

perm
dov

2 BOULDER DAILY CAMERA Thursday, March 30,

Proposed Fair Gets Mixed Reaction From Businessmen

Of the various permits and approvals necessary for us to be able to have the fair, the permit for closing the streets in the downtown area was hardest to come by--and the most important of all the permits, to our way of thinking.

Ted Tedesco, the City Manager, informed us that his office could only grant us this permit if we could get the OK of the Downtown Businessmen's Association first. At first, this appeared to be a relatively easy task. We would simply explain our plan to the businessmen, point out the obvious benefits of the fair to them--it would bring people back to the downtown area and show them how nice and convenient it really was, and then they would unhesitatingly give us their support.

Steve M. talked to Rob Smith, the President of the DBA, first on January 5, requesting a spot on the next DBA meeting agenda for us to make a presentation to the members. Rob seemed to be in favor of the fair idea, but unfortunately he was unable to get us on the agenda for the next meeting because he was turning over the Presidency to Ed Munson and the affairs of the DBA were in a bit of confusion due to the changeover. We asked him to mention us to Ed and try to get us on the agenda for the February meeting.

We must not have pressed hard enough, because we didn't get on the agenda finally until March 28. That meeting was in the middle of Spring Vacation, and we didn't prep
all--in fact, Steve M. nearl

Steve returned from that fir
DBA with the look of utter d
That was the first presentat
he'd "bombed." The reaction
was totally unexpected!--rat
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They were cool enough, thoug
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committee to work with us an
a series of subsequent prese
port on our progress of each
Council of the DBA and then
to the April meeting of the
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ng was in the middle of Spring Vacation, and we didn't prepare for it well at all--in fact, Steve M. nearly forgot to go, even.

Steve returned from that first presentation to the DBA with the look of utter desolation on his face! That was the first presentation he'd given in which he'd "bombed." The reaction from the businessmen was totally unexpected!--rather than seeing the fair as a way of attracting people to the downtown area and thus promoting their businesses, or as a welcome experiment with the idea of a Super block, which the city planned to implement in the Downtown in the near future, many were upset that they hadn't been consulted earlier (it was not only 6 weeks til the fair) did not like our choice of dates at all (Mother's Day weekend was the biggest business weekend of the year, and the fair might cut that business rather than increase it), and were appalled at our lack of organization.

They were cool enough, though, not to say "No" on the spot. Several of the businessmen thought there might be some potential in the fair idea and thought the idea of involving young people in such a constructive activity was good. Thus, the DBA appointed a small committee to work with us and develop better plans for a series of subsequent presentations. We were to report on our progress of each week to the Executive Council of the DBA and then make a final presentation to the April meeting of the full association membership. The final decision would, thus, be postponed until a mere two weeks before the fair!

STEVE'S THOUGHTS ON THE DBA PRESENTATION

(taped shortly after that scary night)

I was moving and it was about 8:30 and Karen asked me when the downtown merchants were m
came in here and looked at the calendar and said that it was right now. Actually we were an
we trucked down there, all of us looked crummy; I had holes in my pants and everybody was dre
were going to the beach or something. So we got there and everybody was really dressed up--i
formal meeting. Dale Moburg was making a presentation on superblock plans. A guy came up ar
were for B oulder Experiments and we said, "Yes." He said "You're going up next." I didn't
together; I didn't know what I was going to say. I hadn't even thought about it. So I got u
really nervous, they had a microphone and a podium stand and I was standing behind it because
down my legs, holes in my pants. Anyway, I got up there and gave a really poor presentation,
I was jumping around. It wasn't bad according to everybody in the audience but I felt really
it; it wasn't the best thing I've ever done. So there were three people that just cut me int
ted to know exactly what was going on; what definite commitments I had. Really intense. The
ing and screaming; they were really mad. I couldn't even think. I was really scared, I was
I couldn't really give them any answers. I gave them the answers that popped into my mind.
ing about the 60% money cut that they would have if the fair went on; they said they would lo
cause it was Mother's Day and...what else happened? At any rate, there were three guys that
The majority of the people--there were about 5 people who stood up and spoke in our favor; ev
bad presentation they spoke in our favor. So what they did was set up a committee of 6 peopl
The main objection was that we didn't have the transportation thing wrapped up. They wanted
were having--whether there was going to be a definite transportation alternative set up. Bec
off all their parking. "Parking is a problem now and if you cut off these streets there isn'
parking and were going to lose 60% of our business--so you have to have a decent transportat
him: "Hopefully we'll be getting Boulder School District buses and we'll be having a shuttle
whole thing. They said: "WE WANT DEFINITE COMMITMENTS" I couldn't give them to them. So t
of six people to help us. And we had a meeting Wednesday night and it turned out really good
questions we had to answer as far as the downtown merchants were concerned. It went really w
are really scary. Those people are so money-hungry-type. It's really amazing. That's all t
two days out of a whole year and they're worried about their 60% sales.

STEVE'S THOUGHTS ON THE DBA PRESENTATION

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ale Moburg was making a presentation on superblock plans. A guy came up and asked me if we
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Those people are so money-hungry-type. It's really amazing. That's all they worried about--
whole year and they're worried about their 60% sales.

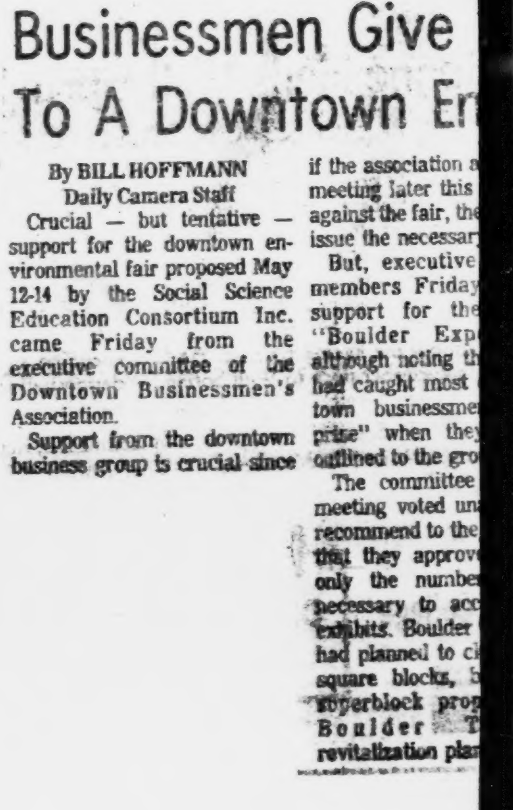
The night following the disastrous presentation, several of us met with the committee of the DBA to see what could be done to shape up the fair to the satisfaction of the DBA. Jay Tracey and Carl Schwartz (two businessmen) took the lead in this group, and were invaluable not only as go-betweens for us and the DBA, but also as active fair workers. It seems that once they offered their support and advice, we dragged them in all the way--we caught Jay Tracey puzzling several times over how he'd managed to get so involved when all he'd intended at first was just to help a little.

At the committee meeting, we straightened out a number of misunderstandings and filled in some of the information gaps that had contributed to the anxious reaction of the businessmen and the BE staffers and volunteers that attended came away greatly reassured that the problems could be worked out after all. We also came away with a plan and list of tasks to be done before our "progress report" to the Executive Council.

Our first meeting with the Executive Council was held on April 8. There was a distinct feeling of "us" and "them" as we marched down to "conquer" the businessmen. We armed ourselves with impressive packets of handouts, tables, diagrams, and audio-visual materials describing our plans. We'd planned our presentation down to the minute, so Ed Munson had told us to make it short so they'd have time to discuss it after we'd left.

When we'd finished our presentation, there were few comments and there had been few indications by smiles or frowns of the businessmen's approval or disapproval. Thus, we left with mixed emotions to go to Tico's for lunch, not knowing how we'd done at all really.

Later that afternoon Jay Tracey called to tell us



Businessmen Give
To A Downtown En

By BILL HOFFMANN
Daily Camera Staff

Crucial — but tentative — support for the downtown environmental fair proposed May 12-14 by the Social Science Education Consortium Inc. came Friday from the executive committee of the Downtown Businessmen's Association.

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Businessmen Give Their Support To A Downtown Environment Fair

By BILL HOFFMANN
Daily Camera Staff

Crucial — but tentative — support for the downtown environmental fair proposed May 12-14 by the Social Science Education Consortium Inc. came Friday from the executive committee of the Downtown Businessmen's Association.

Support from the downtown business group is crucial since if the association at its general meeting later this month votes against the fair, the city will not issue the necessary permits.

But, executive committee members Friday expressed support for the three-day "Boulder Experiments," although noting that the plans had caught most of the downtown businessmen "by surprise" when they were first outlined to the group March 20.

The committee at Friday's meeting voted unanimously to recommend to the membership that they approve closing off only the number of streets necessary to accomodate the exhibits. Boulder Experiments had planned to close about 10-square blocks, based on the superblock proposal of the Boulder Tomorrow revitalization plan.

At next Friday's committee meeting, the student workers on the fair are expected to report how much street space they estimate is needed for the fair. It was estimated Friday there will be 80 to 85 exhibits, demonstration projects and workshops.

Sponsoring the downtown fair is the Consortium which has received a U.S. Office of Education grant for the project referred to as SADMESS (Student Assistant Development of Materials [illegible] Environment and Social Studies). The consortium, which is affiliated with the University of Colorado, has offices at 856 Broadway.

Eight seniors from Boulder and Fairview High Schools are earning social studies credit for

(Continued on Page 1)

Downtown Businessmen Study Alternative Plans For Fair

Tracey gave us some specific tasks that the Executive Council wanted us to do before their next meeting and report to them on--provide more specific information on parking facilities, on the amount of space we'd really need to close off, and so forth. Tracey said we'd really done a good job in our presentation and impressed the businessmen with the amount of time and effort that had gone into planning so far. But there was still some concern about the effects of the fair on business, so they wanted to make absolutely sure that we were doing everything possible to really get people down to the fair with the greatest of ease.

We put together information in answer to their specific questions for the second Executive Council presentation, held on April 14. At that meeting the businessmen asked us to develop several alternative plans for blocking off streets in the downtown area, one which would not include closing Pearl Street, the main downtown street. We were to present these alternatives, along with a full report covering all our plans, to the full meeting of the DBA on April 18, and at that meeting the DBA would vote on (1) whether to OK the fair at all, and (2) if so, which of the alternative street-closing plans to approve.

We set to work preparing a "fancy" presentation for the DBA meeting. We used much of the material from our first meeting with the Executive Council--we put together a set of handouts in a packet, including a list of all activities signed up to date, a budget, an outline of advertising plans, an outline of evaluation plans, an outline of security, sanitation, and safety plans, and a map of planned bus routes. We also had transparencies to illustrate our presentation, and we "rehearsed" our individual presentations on specific segments of our plans before some of the SSEC staff members, who role-played possible responses and questions from the businessmen.

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The really big problem, though in preparing for the final DBA meeting was deciding what to do about their request for alternatives to closing Pearl Street. We actually came up with several alternatives at first, and we made lists of the advantages and disadvantages of each. As we composed these lists, though, we discovered that none of us really thought the fair would be as good as we wanted it to be if we didn't close off Pearl Street.

AFTER ALL, THAT WAS THE ORIGINAL IDEA OF THE FAIR--TO CLOSE OFF PEARL STREET, THE HEART OF DOWNTOWN, TO AUTOMOBILE TRAFFIC AND FILL IT INSTEAD WITH REAL LIVE PEOPLE!

If we let go of the idea of turning Pearl Street into a pleasant, comfortable, visible, liveable mall, the core idea of the fair would be gone. No more experimentation with the Superblock idea. Just a plain old mundane fair.

Allan pointed out, "If we offer them an alternative to closing Pearl, you know they'll jump at that.

Janey asked the group, "If we don't offer them an alternative--if we go all-or-nothing--what if they turn us down on Pearl Street anyway? Are we all willing to risk no fair at all for this?"

This was perhaps the hardest question we had to answer all year. We had to weigh the importance of closing off Pearl Street, a central vision in all of our minds from the first, against the rest of the fair. Would the rest of the fair be diminished enough by the elimination of Pearl Street to justify calling it off?

We considered the ramifications of the question:

--how would everyone else who had worked on the fair feel?
--would sticking by the Pearl Street closing unswerv-

ingly convince the businessmen of the plan's merit?

- --what would really be the consequences of closing off some other street, or moving the whole fair to the library mall? would they really be all that serious?
- --would the consequences to the businessmen be all that serious if Pearl Street were closed?

We finally decided that this was a time when we should not compromise. We had made hundreds of accommodations in the course of development of the fair, not only to businessmen but to everyone else working on the fair. And for the most part, those compromises worked to the benefit of the fair by taking account of th- interests and values of many different groups in the community.

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But closing Pearl Street was a core idea of the fair--we wanted to get people out of their cars and really SEE the old buildings and the shops, to be able to TALK to their friends without the din of automobiles, to be able to BRING THEIR CHILDREN to the fair without fear of their being hit by a car, and most of all, to EXPERIENCE a downtown area which was every bit as nice--even nicer--than a shopping center.

Off we went to the big DBA meeting--the hour of truth--trembling in our boots. We knew that after tonight we might not be working on a fair anymore. In a way, that almost seemed like a big relief; we almost wanted them to say "No," we were so tired of working and hassling about it.

The DBA presentation came off pretty well, with only occasional cracks in our nervous voices. Then came the much-dreaded discussion period. (Unfortunately we didn't get a transcript of this, but some of the questions and statements stand out vividly in our memories and others we scribbled down in notes.

Businessman: "I thought you were supposed to give us some alternatives to closing Pearl? Why didn't you do that?

Another Businessman: "What did you expect them to do--give up the heart of their idea?" We explained why we'd decided on to compromise."

Businesman: "Who's going to pay for the National Guard when there's trouble?"

We "er-ed" and "um-ed" and allowed as how we didn't think that there was a remote chance of a riot, since this was a family affair.

Businessman: "But you can't guarantee there won't be. The businessmen are who'll pay, that's who'll end up paying for the Guard."

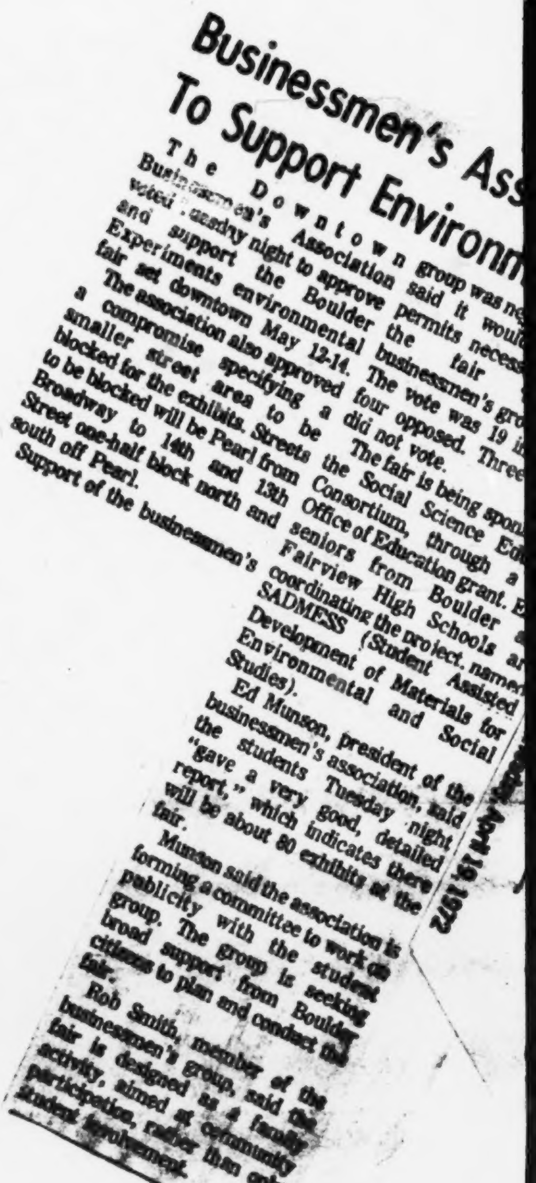
We mumbled something about we'd always thought that the taxpayers in general paid for the National Guard, and that included us and our parents. (This was before the Day of Crisis.)

Businessman: "Why do we (the DBA) have the final say over whether these kids get to use Pearl Street? Isn't the downtown a public place, to be used for the whole community, not just the businessmen's private realm?"

We nodded that we'd been wondering about that all along.

Businessman: (Carl Schwartz, in fact, the dear man): "Shopping centers have activities like this and actually pay out money for them, hoping people attracted by the activitiesswill also shop. We're being handed a promotional deal on a silver platter! The merchants who can't drag some of the people attracted by the fair into their stores are just bad merchants. I say, Vote it in and then go like hell with it!"

Businessman: "I appreciate the remarks that if we do not use the fair to our advantage, we are bad businessmen. There are lots of bad merchants in the downtown area. If this was such a great thing we were being offered, however, I am convinced that Table Mesa and others would be bidding for it. I am convinced we will definitely lose business that weekend. But I now see a plan. I did not see one last month at the initial presentation. I see that only one day of business will be affected. I do not agree on the time of the fair; weather is a gamble and Mother's Day is a big factor. But, we have to give it a try. I think it will be a kick in the pants for us. I could be wrong. If I was brilliant I would own my store, not manage it. We must recognize the fantastic job done by these young people. We have to get it out of our hair. If it does not work, do not come back next year. If it works, great. I move with reluctance we accept Boulder Experiments."



Businessmen's Ass
To Support Environm

The Downtown Businessmen's Association voted Tuesday night to approve and support the Boulder Experiments environmental fair set downtown May 12-14.

The association also approved a compromise specifying a smaller street area to be blocked for the exhibits. Streets to be blocked will be Pearl from Broadway to 14th and 13th Street one-half block north and south off Pearl.

Support of the businessmen's

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The vote was 19 i
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did not vote.
The fair is being spon
the Social Science Ed
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Office of Education grant. E
seniors from Boulder a
Fairview High Schools ar
coordinating the project, name
SADMESS (Student Assisted
Development of Materials for
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Studies).

Ed Munson, president of the businessmen's association, said the students Tuesday night "gave a very good, detailed report," which indicates there will be about 80 exhibits at the fair.

Munson said the association is forming a committee to work on publicity with the student group. The group is seeking broad support from Boulder citizens to plan and conduct the fair.

Rob Smith, member of the businessmen's group, said the fair is designed as a family activity, aimed at community participation, rather than only student involvement.

April 19, 1972

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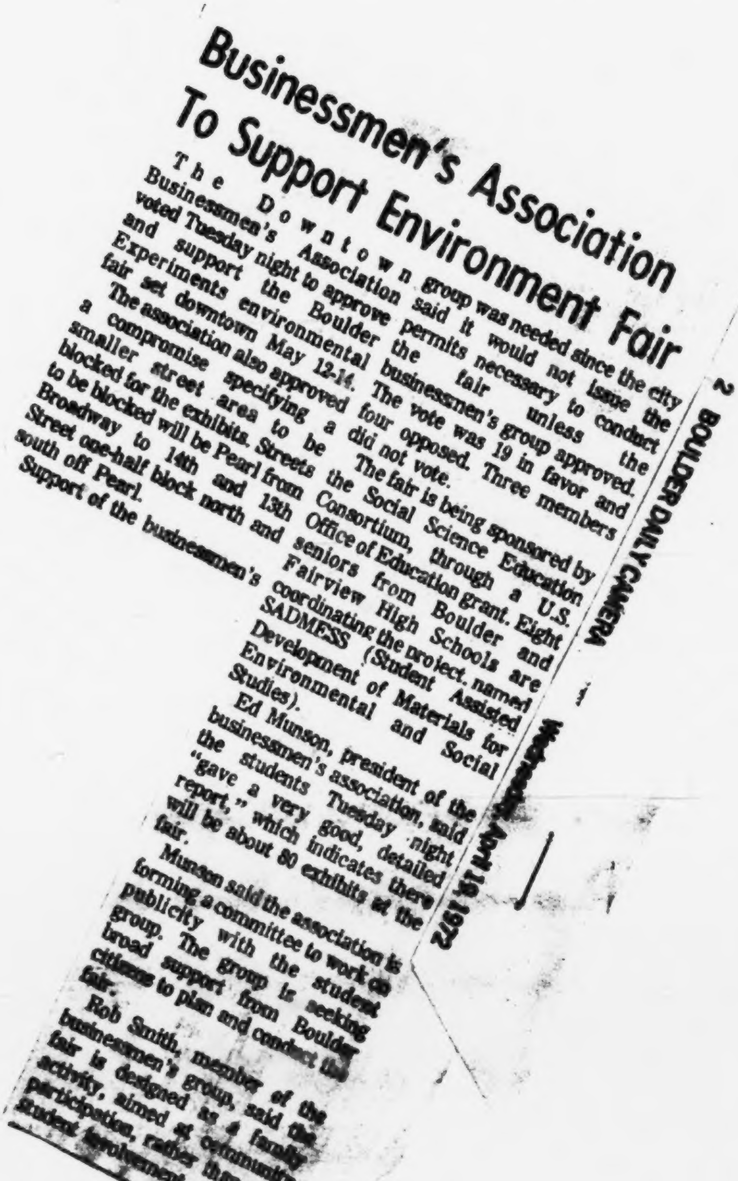

2 BOULDER DAILY CAMERA Wednesday, April 19, 1972

Businessmen's Association To Support Environment Fair

The Downtown Businessmen's Association voted Tuesday night to approve and support the Boulder Experiments environmental fair set downtown May 12-14. The association also approved a compromise specifying a smaller street area to be blocked for the exhibits. Streets to be blocked will be Pearl from Broadway to 14th and 13th Street one-half block north and south off Pearl.

Support of the businessmen's group was needed since the city said it would not issue the permits necessary to conduct the fair unless the businessmen's group approved. The vote was 19 in favor and four opposed. Three members did not vote.

The fair is being sponsored by the Social Science Education Consortium, through a U.S. Office of Education grant. Eight seniors from Boulder and Fairview High Schools are coordinating the project, named SADMESS (Student Assisted Development of Materials for Environmental and Social Studies).

Ed Munson, president of the businessmen's association, said the students Tuesday night "gave a very good, detailed report," which indicates there will be about 80 exhibits at the fair.

Munson said the association is forming a committee to work on publicity with the student group. The group is seeking broad support from Boulder citizens to plan and conduct the fair.

Rob Smith, member of the businessmen's group, said the fair is designed as a family activity, aimed at community participation, rather than only student involvement.

"Well, there went our last chance to get out of it!"

Once the DBA voted to support us, a number of them went all out.

Ed Munson, the President of the Association, really went gung-ho--he loaned us his store's truck, he let us use a back roon in the store for storage, he decided that the DBA should cover some of the advertising charges when enough money couldn't be collected voluntarily from the downtwon businessmen.

And of course many of the others began or continued to help out in many ways--.

Immediately following the DBA vote, we submitted our request for a street closing permit to the City Manager:

April 19, 1972

Dear Mr. Tedesco:

As a result of the favorable vote of the Downtown Businessmen's Association at their monthly meeting last night, the Boulder Experiments staff is now moving forward with finalizing plans for the Community environmental fair to be held on the evening of May 12 and all day on May 13 and 14 in the downtown area. Bob Sample of your office has informed us that we will need a number of different kinds of permits for fair activities: a permit to block off some of the streets in the downtown area, permits for booths and other fair activities which will block rights of way, permits for vending, Health Department permits for
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2) County Courthouse lawn.

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2) County Courthouse lawn.

3) Public Service Company parking lot and meeting room.

4) Central Park, including the Bandshell.

5) The Mall between the Municipal Building and the Public Library and part of the parking lot nearest the Municipal Building.

file

CITY OF BOULDER, COLORADO 80302

May 3, 1972

Ms. Karen Boyett Wiley
Associate Director
SADMESS
Educational Resources Center
855 Broadway
Boulder, Colorado 80302

Dear Karen,

Your request for closure of certain downtown streets and use of the City mall during the Boulder Experiments Community Fair is hereby approved, conditional on the following:

(1) The time period for the street closure and mall use will be from 5 p.m., Friday, May 12, to 11:00 p.m., Sunday, May 14. ✓

(2) Only those portions of Pearl Street and 13th Street shown on the map will be closed for your use. The alleys opening onto 13th Street will remain open, and Broadway will remain open. ✓

(3) A complete list of exhibits and responsible persons will be submitted to this office prior to the opening of the Fair.

(4) Permits for use of the County Courthouse (van Buskirk) lawn, the Public ([illegible] Craig) Service Company parking lot, and the Central Park bandshell (Bob Kay) must be obtained from the relevant authorities prior to the Fair.

(5) All Fire and Health codes must be carefully followed. ✓

(6) Fair security and medical supervision must be arranged at ✓

Ms. Karen Boyett Wiley
Associate Director
SADMESS
Educational Resources Center
855 Broadway
Boulder, Colorado 80302

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(4) Permits for use of the County Courthouse van Buskirk lawn, the Public [illegible] Service Company parking lot, and the Central Park bandshell Bob Kay must be obtained from the relevant authorities prior to the Fair.

(5) All Fire and Health codes must be carefully followed. ✓

(6) Fair security and medical supervision must be arranged at your own expense. ✓

(7) When the Fair is dismantled, the area must be thoroughly cleaned and returned to its original condition. ✓

Ms. Karen Boyett Wiley
Associate Director
SADMESS
May 8, 1972
Page 2

(8) The wishes of the Downtown Merchants Association must be given first consideration in all Fair planning. ✓

(9) All applicable health and food handling permits must be obtained from the City-County Health Department. ✓

(10) No amplified music will be permitted. Contact the City's Environmental Protection Officer, Jim Adams, for information about City noise control standards.

Check w/ Jim Adams

In response to your question about the best way to close 13th Street, I suggest that you contact Captain Hopkins, of the Boulder Police Department for advice.

It appears that this Fair is off to a good start. I would like to wish you and all of the SADMESS students and staff the very best of luck in this worthy community project.

Very truly yours,

Ted Tedesco

Ted Tedesco
City Manager

TT/kjd

When Bob Sample gave us this letter, he duly notified us also of the city ordinances applying especially to Sundays. Their "quaintness" really gave us a chuckle:

The following activities cannot take place on Sunday:

given first consideration in all Fair planning.

(9) All applicable health and food handling permits must be obtained from the City-County Health Department.

(10) No amplified music will be permitted. Contact the City's Environmental Protection Officer, Jim Adams, for information about City noise control standards.

Check w/ Jim Adams

In response to your question about the best way to close 13th Street, I suggest that you contact Captain Hopkins, of the Boulder Police Department for advice.

It appears that this Fair is off to a good start. I would like to wish you and all of the SADMESS students and staff the very best of luck in this worthy community project.

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Ted Tedesco

Ted Tedesco
City Manager

TT/kjd

When Bob Sample gave us this letter, he duly notified us also of the city ordinances applying especially to Sundays. Their "quaintness" really gave us a chuckle:

The following activities cannot take place on Sunday:

--Barbering
--Boxing or wrestling
--Selling of liquor
--Gambling
--Selling of motor vehicles
--Loud music

other permits and permissions

Even though the street permit hinging on the DBA approval was the most crucial permit for the fair, there were many other permits we had to get, standards we had to meet, and private permissions we had to obtain.

FOR EXAMPLE...........

A delegation of two of the staff made an appointment with the fire marshall early in April. That meeting was one of the times when the whole permit/regulation business almost "destroyed" us. In order to get the OK of the city fire marshall, we had to meet the following conditions:

1. Leave fire lanes 20 feet wide on every street we blocked off.
2. Fireproof all temporary structures in the downtown area, which is rated as a high-risk fire zone.
3. All temporary structures must have two exits at least 2/5 of the perimeter of the structure apart and 3 feet wide, 6 feet 8 inches high.
4. Avoid the use of propane and butane gases.
5. Hire a licensed electrician to supervise the temporary electrical wiring.
6. There must be a 50% safety factor in the wiring. Use of overhead circuits is preferrable. Junction boxes must be built around all electrical outlets lying in the open, and padlocks must secure the boxes.

The first item, we'd already planned to do, because Bob Sample had already told us about it. The other itmes were new to us and meant that we'd have to accomplish some extra tasks we hadn't planned on and weren't sure we were capable of handling at all. Panic almost overtook us, but then we managed to calm down and coolly figure out what we had to do to meet these new requirements. We ended up moving the big dome from its originally planned location to the library parking lot, outside the high fire danger area--to fireproof it would have been WAY too expensive, and to build it out of nonflammable materials was out of the question, too (can you imagine a masonry dome?). One of the SSEC staff members, Bill Stevens, volunteered to take over the electrical arrangements, much to our relief, and got the Public Service Company to help out on that.

CITY OF BOULDER, COLORADO 80302

May 10, 1972

This is verification that the City of Boulder Parks and Recreation Department has received, on this date, a check in the amount of $20.00 to be held as a deposit on (3) concert permits issued on May 1 for the Band Shell in Central Park. The dates the (3) permits good for is May 12, 13 and 14th, 1972.

Robert E. Key
Robert E. Key
Director of Parks and Re

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

To: Boulder Experiments

Date: March 2, 1972

I contact the Parks and Recreation Dept. and we have to write a letter to Bob Key describing our planned activities for the parks for the fair and he will approve our use of the parks through a letter. He said there is no formal permit procedure and from my description of the fair he saw no problem. So let me know the other activities planned for the parks in addition to Avital and I will write the letter.

Reggie Greene

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SOCIAL SCIENCE EDUCA

To: Karen

I contacted Jim Adams, the
of the City, 442-2020 x 285
for the park bandshell for
Use and Zoning Panel to be
3 p.m. He checked with Bob
and said that neither of th
would be required. (In ord
needed, the decibel level w
measured 25 feet from the p
Even then, the officers fro
only check if a complaint w

Also, Adams said that as fa
knew, no one had as yet bee
the bandshell or public par
to be done right away throu
City.

Obtaining permits and correct info. about regulations sometimes meant talking to many different people, which often resulted in lots of repetition and confusion which in turn led to lots of frustration on our part.

ULDER, COLORADO 80302

May 10, 1972

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gie Greene

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

To: Karen *Date:* 4/28/72

I contacted Jim Adams, the Noise Ordinance Officer of the City, 442-2020 x 285, concerning a variance for the park bandshell for the City Planning. Land Use and Zoning Panel to be held Sunday, May 14 at 3 p.m. He checked with Bob Anderson (also of the City), and said that neither of them felt that a variance would be required. (In order for a variance to be needed, the decibel level would have to be above 80 measured 25 feet from the property line of thepark. Even then, the officers from noise control would only check if a complaint were filed.)

Also, Adams said that as far as the staff out there knew, no one had as yet been contacted for use of the bandshell or public parks. He said that needs to be done right away through Dennis Lindsay of the City.

Bev Angell

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

Check out w/ Steve

To:

Date:

Fair food

1. Outdoor cafes--no health permit needed, block right-of-way --

   Fred's -- extend outdoor cafe to make room for Forum
   No-name restaurant (on Broadway) --
   Family Table--behind, in their own parking lot (therefore, not block rt. of way)

   ? Nutrition Center - 15th & Pearl

2. Concessions -- health permit needed; non-profit B.E. sponsored

   Steve H-Lanier

   BE bread concession (Dixie heading up)--sold in 39' dome
   BE food sales staff--selling BE bread and food from licensed restaurants, etc.

   prop

3. Concessions -- health permit not needed; profits shared with BE? in dome

   talk

   license

   Celestial
   ~~The Herb Shop~~ -- tea sold in dome
   The Bread Shop -- bread sold in dome
   The Bakery -- bread sold in dome
   Mountain High Ice Cream -- ice cream in dome

4. Concessions -- health permit not needed; profits not shared with BE?

   talk about license

   Tico's taco stand -- need extra license?

Nancy R. Vickery

SOCIAL SCIENCE EDUCATIO

To: Concessions

flower sellers - ja check

ice cream

candy

already have health food t
dome - Dixie is handling

If food sellers are wander
difficulties with permits-
bridge when we come to it.

FIGURING OUT WHAT HAD TO BE
AND VENDING PERMITS TO COVE
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BEFORE THE FAIR.

Karen Wile

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profits not shared with BE?

o stand -- need extra license?

Nancy R. Vickery

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

To: Concessions *Date:*

flower sellers - check with florists

ice cream

candy

already have health food thing arranged for
dome - Dixie is handling

If food sellers are wandering around, may have difficulties with permits--but we can cross that bridge when we come to it.

Karen Wiley

FIGURING OUT WHAT HAD TO BE DONE ON HEALTH AND VENDING PERMITS TO COVER OUR FOOD PRODUCTION AND SELLING VENTURES GOT RATHER CONFUSING. THESE ARE SOME NOTES ON THE FOOD PERMIT SITUATION FROM ABOUT TWO WEEKS BEFORE THE FAIR.

CONTRACT

Between: Social Science Education Consortium, and
City of Boulder through the Youth Service Bureau

The City of Boulder hereby grants permission to the above mentioned group for the use of the City owned facility at 1705 Broadway for the three days of May 12 thru May 14, 1972.

It is understood that this facility will be used only for activities related to the Boulder Experimental Fair. Access to the building prior to the stated weekend is permitted as necessary.

The facility, the furniture, and the equipment are property of the City of Boulder; the above named group is responsible for this property through May 15. The above named group agrees to maintain the physical condition of the building and to have it vacated and clean by May 15, 1972,

Suzanne W. Helburn
Supervisor, SADMESS

Executive Director, Youth Service Bureau

This was permission for the use of an empty building for storage of equipment needed for the fair. Ed Munson, owner of Valentine Hardware gave us permission to use the back room of his store and Woolworth's also lent the use of part of their building for storage.

Getting permission to use the county courthouse lawn, which borders on Pearl Street in the area we planned to close off, was particularly frustrating. You'll note in the calendar at the beginning of this book that Allan began trying to reach George Van Booven, one of the County Commissioners, on April 17 about this matter. We assumed that there would be no problem since all along we'd been including the courthouse lawn area in our plans and Mr. Van Booven was one of our advisors. Also, since this was an environmental fair, we were very careful that no activities which could damage the lawn in any were to be carried on there.

Allan tried almost every day for about 2 weeks to call Mr. Van Booven. He was always busy or out of the office, his secretary told us. Early May, Karen said she'd try to break the secretarial barrier. She explained our plans to the secretary and asked if she would ask Mr. Van Booven to call us back. She didn't call back. When we finally called her again, she said the answer was "no," they never let anyone use the courthouse lawn anymore because it destroys the grass.

This was a triple frustration, because:

1. At least one organizat
   use the courthouse lawn
   "Pancake Breakfast," a
   groups have used it on
2. The Pancake Breakfast
   equipment, while we we
   physical equipment, on
   on the lawn.
3. She said she had never
   Booven--he was too bus
   this.

At our wits end--we had to
already sent the program t
courthouse lawn given as t
meetings--we resorted to t
We asked a friend who knew
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She wasn't able to reach h
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Commissioner Van Buskirk.
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called her again, she said the answer
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cause it destroys the grass.

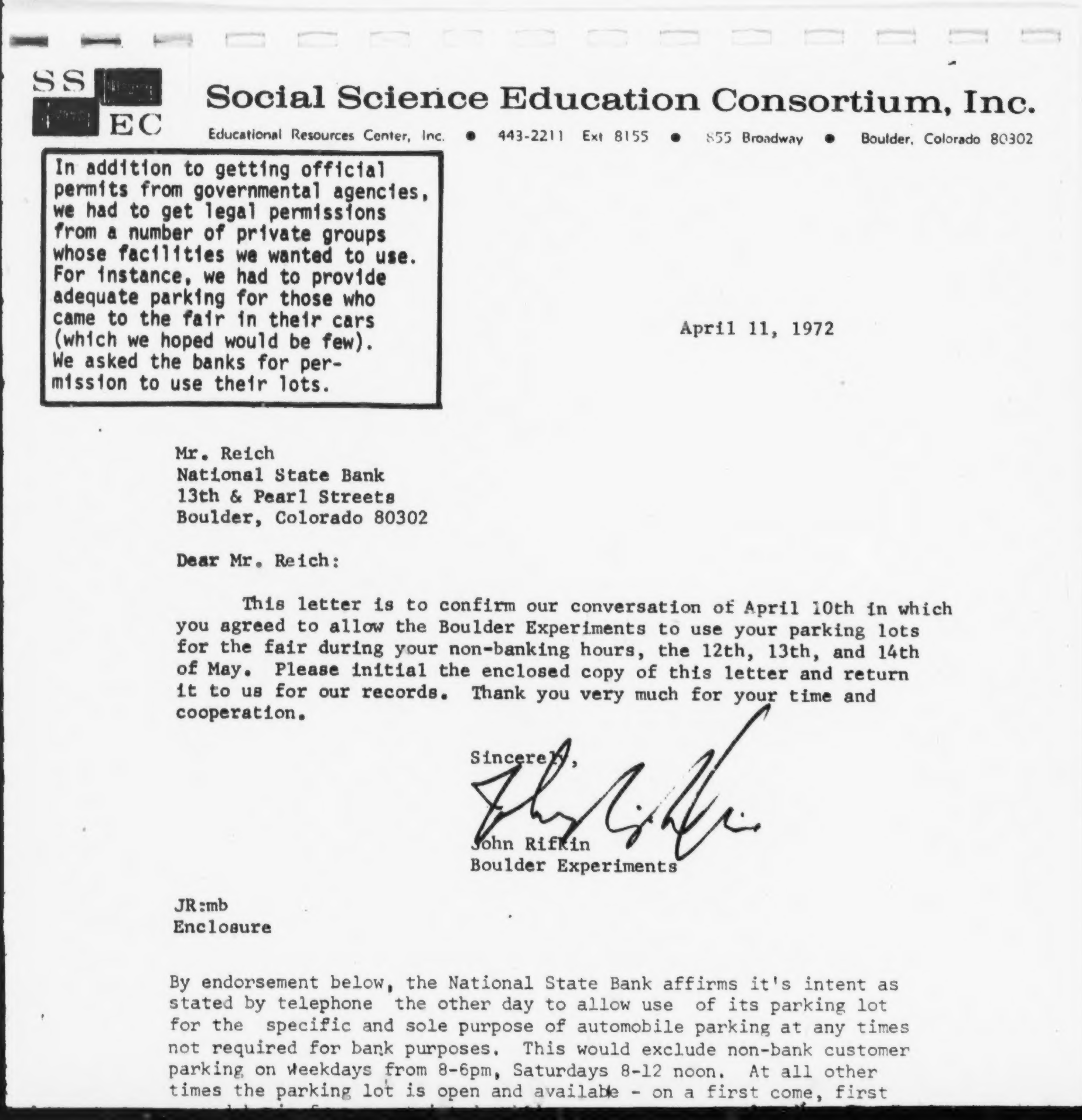
le frustration, because:

1. At least one organization is permitted to use the courthouse lawn every summer for a "Pancake Breakfast," and frequently other groups have used it on special occasions.
2. The Pancake Breakfast sets up tables and other equipment, while we were specifying that no physical equipment, only people could be on the lawn.
3. She said she had never spoken with Mr. Van Booven--he was too busy to be bothered with this.

At our wits end--we had to have the lawn, we'd already sent the program to the printer with the courthouse lawn given as the site for several meetings--we resorted to the "Contacts Game." We asked a friend who knew Mr. Van Booven to ask him if there had been some msitake or oversight. She wasn't able to reach him--sure enough he really was out of town--but she talked to Commissioner Van Buskirk. He said, "Of course they can use it" while reminding us to be careful to take care of it.

We breathed a deep sigh of relief and promised ourselves that Next Time we'd start earlier, and not count on anything until we knew for sure that it had been OK'd.

In addition to getting official permits from governmental agencies, we had to get legal permissions from a number of private groups whose facilities we wanted to use. For instance, we had to provide adequate parking for those who came to the fair in their cars (which we hoped would be few). We asked the banks for permission to use their lots.



SS
EC
Social Science Education Consortium, Inc.
Educational Resources Center, Inc. ● 443-2211 Ext 8155 ● 855 Broadway ● Boulder, Colorado 80302

April 11, 1972

Mr. Reich
National State Bank
13th & Pearl Streets
Boulder, Colorado 80302

Dear Mr. Reich:

This letter is to confirm our conversation of April 10th in which you agreed to allow the Boulder Experiments to use your parking lots for the fair during your non-banking hours, the 12th, 13th, and 14th of May. Please initial the enclosed copy of this letter and return it to us for our records. Thank you very much for your time and cooperation.

Sincerely,

John Rifkin
Boulder Experiments

JR:mb
Enclosure

By endorsement below, the National State Bank affirms it's intent as stated by telephone the other day to allow use of its parking lot for the specific and sole purpose of automobile parking at any times not required for bank purposes. This would exclude non-bank customer parking on weekdays from 8-6pm, Saturdays 8-12 noon. At all other times the parking lot is open and available - on a first come, first

(which we hoped would be few).
We asked the banks for permission to use their lots!

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Boulder, Colorado 80302

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John H Reich
JOHN H. REICH
Vice President

IRVING MORRISSETT, EXECUTIVE DIRECTOR • W. W. STEVENS, JR., ASSOCIATE DIRECTOR

Several of the activities were to be held inside. These included things like the Olympics and anti-Olympics presentations, the IBM display, and the League of Women Voters film festival. Thus, we had to find places for these events to be scheduled.

In a couple of instances our arrangements for inside rooms got fouled up. John had thought he had made arrangements for the use of the Majestic Savings Conference room and Steve had said he'd talked to Public Service Company about use of their conference room. We found out a week before the fair that neither Majestic nor Public Service had us on their calendars. Fortunately, they had not scheduled anything else for the fair time and a few telephone calls got it all straightened out.

This little exercise taught us that you have to be very careful to talk to the right person--in this case the secretary in charge of room scheduling for the two companies involved--give them very clear information about what you want--in this case, we'd like to use such and such a room at such and such a time on such and such a day--and make sure that they confirm your request and the action taken on it, preferrably in writing--in this case, send you a letter stating the arrangements made.

BOULDER VALLEY PUBLIC SCHOOLS
Bernard D. "Pat" Ryan, *Superintendent*
P.O. BOX 11
BOULDER, COLORADO 80302
(303) 442-6931

ARTHUR E. AXELSON
Director of Secondary Education

May 4, 1972

TO: Secondary Principals

FROM: Arthur E. Axelson, Director of Secondary Education

SUBJECT: BOULDER EXPERIMENTS

This is to authorize Mrs. Violet Wagener and her representative Miss Janey Brunton to contact the building principal for the purpose of distribution offlyers on Boulder Experiments - Fact Sheet and Marshall applications.

AEA:iib

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joint project betwe
Boulder Valley Publ
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TO: Secondary Principals

FROM: Arthur E. Axelson, Director of Secondary Education

SUBJECT: BOULDER EXPERIMENTS

This is to authorize Mrs. Violet Wagener and her representative Miss Janey Brunton to contact the building principal for the purpose of distribution of flyers on Boulder Experiments - Fact Sheet and Marshall applications.

AEA:iib

Though the whole SADMESS project was a joint project between the SSEC, and the Boulder Valley Public Schools, we found that we had to get schools to solicit volunteers to be junior and marshals at the fair. We also found that, although we didn't need special "permission" to ask for participation in general in the fair from the schools, it helped a lot to have a letter from the Superintendent giving explicit sanction to our project as an acceptable, legitimate school activity.

suggest

SUGGESTIONS FOR GETTING PERMISSION

1. Get someone who knows the ins and outs of local ordinances, regulations,
   out here. Someone in the city government or a local lawyer should be abl
   the kinds of permits you'll need,,the standards you'll have to meet, and
   for getting the permits.

2. Be willing to do all the legwork yourself. The legal help you get from yo
   probably won't include actually getting the permits. He's only there to
   YOU have to do.

3. Find out about permits EARLY. Not just permits in general--but about the
   ations you'll have to follow, and whose OKs you'll need. They may set li
   can do. (We didn't find out until rather late about the fire regulations
   we had to make some major changes in our plans--moving the dome--and take
   tasks we hand't worked into our scheduling and manpower planning,--electr
   arrangements. And then, of course, there was the DBA episode in which be
   did us in.

4. Check out everything super-thoroughly. Don't ASSUME anything. Be very p
   out details on procedures and following through on the details. And, whe
   commitments and confirmations of your arrangements in writing. In the ar
   and permissions, it's probably better to do too much than too little. Th
   "let is flow" area.

5. If you run into barriers which seem insurmountable, try to get some help
   either "know the game" or "know the people." Though you will want to use
   "contacts" only sparingly, you shouldn't hesitate to use them in a pinch.
   if you're "kids" and your group hasn't established its "legitimacy" firml
   people don't pay attention to you, writing you off as "just a kid." When
   get someone who is respected to help you to get your foot in the door so
   prove you're more than "just a kid." (On the other hand, sometimes being
   impresses the living daylights out of people and they'll pay more attenti
   they would to an adult. So, don't go running to your "contacts" before y
   can make it better on your own.)

6. Above all, don't let the bureaucracy get you down. We discovered that, a
   really wasn't that hard to meet the required standards and get the necess
   Just took a little attention to detail and patience. And we also found o
   there are some pretty good reasons for at least some of those rules!

7. Be aggressive, as we should have been in arranging an early DBA meeting.

suggestions for getting permission

SUGGESTIONS FOR GETTING PERMISSION

Get someone who knows the ins and outs of local ordinances, regulations, etc. to help you out here. Someone in the city government or a local lawyer should be able to sketch out the kinds of permits you'll need,,the standards you'll have to meet, and the procedures for getting the permits.

Be willing to do all the legwork yourself. The legal help you get from your "Consultant" probably won't include actually getting the permits. He's only there to tell you what YOU have to do.

Find out about permits EARLY. Not just permits in general--but about the specific regulations you'll have to follow, and whose OKs you'll need. They may set limits to what you can do. (We didn't find out until rather late about the fire regulations; as a result we had to make some major changes in our plans--moving the dome--and take on some extra tasks we hand't worked into our scheduling and manpower planning,--electrical wiring arrangements. And then, of course, there was the DBA episode in which being late almost did us in.

Check out everything super-thoroughly. Don't ASSUME anything. Be very precise in finding out details on procedures and following through on the details. And, when possible, get commitments and confirmations of your arrangements in writing. In the area of permits and permissions, it's probably better to do too much than too little. This is not a "let is flow" area.

If you run into barriers which seem insurmountable, try to get some help from people who either "know the game" or "know the people." Though you will want to use "pull" and "contacts" only sparingly, you shouldn't hesitate to use them in a pinch. Especially if you're "kids" and your group hasn't established its "legitimacy" firmly. Sometimes, people don't pay attention to you, writing you off as "just a kid." When that happens, get someone who is respected to help you to get your foot in the door so that you can prove you're more than "just a kid." (On the other hand, sometimes being "just a kid" im impresses the living daylights out of people and they'll pay more attention to you than they would to an adult. So, don't go running to your "contacts" *before* you see if you can make it better on your own.)

Above all, don't let the bureaucracy get you down. We discovered that, after all, it really wasn't that hard to meet the required standards and get the necessary permits. Just took a little attention to detail and patience. And we also found out that, gee, there are some pretty good reasons for at least some of those rules!

Be *aggressive*, as we should have been in arranging an early DBA meeting.

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getting the work done

or

nitty-gritty stuff

ACTUALLY GETTING THE WORK DONE REQUIRED ATTENTION TO WHAT SEEMED LIKE A MILLION TINY DETAILS. WE WON'T BORE YOU WITH A COMPLETE ACCOUNT OF ALL THE NITTY GRITTY HERE, BUT WE'VE INCLUDED A VARIETY OF EXAMPLES OF THE KINDS OF THINGS ONE RUNS INTO IN TRYING TO PUT ON A GIANT COMMUNITY EVENT.

signs,

TO HELP PEOPLE GET AROUND, WE HAD SIGNS (as well as marshals and a headquarters staff and a program with a map).

EACH PERSON WHO NEEDED SIGNS MADE FOR HIS PARTICULAR ACTIVITY TURNED IN A REQUEST TO KAREN, DETAILING WHAT SHOULD BE WRITTEN ON THE SIGNS, HOW MANY WERE NEEDED, AND SO FORTH. SEVERAL VOLUNTEERS WORKED INTO THE WEE HOURS FRIDAY NIGHT BEFORE THE FAIR MAKING THE SIGNS. THERE WERE ALL SIZES, SHAPES, AND COLORS OF SIGNS SAYING "RECYCLABLE TRASH," SIGNS SAYING "FOOD," AND EVEN THREE BIG "FAIR DIRECTORIES," COMPLETE WITH GREEN DESIGNATED TOILET FACILITIES!

FAIR DIRECTORY

96

signs, sanitation, & security

EOPLE GET AROUND, WE HAD
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CILITIES!

FAIR DIRECTORY

TOILET FACILITIES
for BOULDER EXPERIMENTS

Place	Address	# of Facilities
Stage House II	1936 14th Street	2
Our House*	1745 14th Street	2
Public Library	1000 Canyon	6 (Sun. 1:30-6:00)
Fred's Steak House*	1308 Pearl	2
Majestic Savings* (Community Room)	1247 Pearl	2
Boulder Human Arts Shop	1201 Pearl	1
Galeria Ecuatoriana*	1900 Broadway	1
Dionysus	Broadway & Arapahoe	1

*Open after 6:00 p.m.

One of the major organizational tasks for the fair was the acquisition of the latrines. We put this responsibility in the hands of capable Barbara Capron, TA for the SSEC staff

Barb ALSO was in charge of trash barrels! Yuggh. She arranged to get some huge metal barrels from Arapahoe Chemical, and had them distributed at convenient locations throughout the fair. They were set up in pairs--one for recyclable paper trash and the other for non-recyclable trash.

Unfortunately, the barrels--or at least half of them--were responsible for two of the three injuries during the fair. Some of them had not been rinsed out thoroughly enough and there was a residue of caustic soda on them. THAT STUFF IS DANGEROUS! In close succession Barb got some on her arms and a little boy got some on his eyelid--thank goodness not in his eye.

We removed the dangerous barrels immediately, and had to make do with mixing recyclable and non-recyclable trash in the remaining barrels.

The third "emergency"
medics had to handle
Karen--in what we've
a little bit extreme
out of further work o
she snapped a tendon
leg early the first m
the fair.

Though we certainly didn't overb
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The third "emergency" that our medics had to handle was dumb old Karen--in what we've decided was a little bit extreme effort to get out of further work on the fair, she snapped a tendon in her left leg early the first morning of the fair.

Though we certainly didn't overburden them with work, it was a nice safe feeling, having medics on site at the the fair--just in case. And the nicest thing about it was that it took no effort at all on our part to have them there--we simply asked the Boulder Free Clinic if they'd be willing to help and they found the volunteers and scheduled them.

After hassling around with so many things ourselves, we really learned to appreciate community groups like the Boulder Free Clinic, who are skilled and are set up to take whole chunks of responsibility off your hands and, most of all, are ready and willing to do so.

CLEAN UP MARSHALLS

Thank you for volunteering to help.

1) Be sure you know your place, day and hour of duty.
2) Each location has two trash barrels. One will be labeled for recycling. The other barrel will be for garbage and trash which can't be recycled. Both barrels will be labeled as to materials which should be deposited there.
3) Each Marshall should keep the assigned area litter-free. Each of you have a litter bag. You'll also have a package of Wash and Dry to after clean-up. Pick up litter bags and Wash and Dry ear the Court House).

igned place until the next Mar-

Be sure

In addition to making the arrangements for toilet facilities, Barb worked with Janey to put together a clean-up contengent.

They recruited "Junior Marshals" from the junior high schools. The junior marshals filled out a form giving basic info like their name and phone number, and had to have their parents sign it since they were under 18 years old. Then, Barb and Janey sent out letters to the junior marshals letting them know when and where to report for duty. The letters included an instruction sheet telling them their responsibilities.

Before going on duty, the junior marshals picked up their name tags, arm litter bags (decorated nicely by some elementary school children in and Wash 'n Drys at the Fair Headquarters.

Most of the junior marshals seemed to enjoy being though clean-up is a pretty crummy job. A co others spent more time seeing fair activ that the title "Junior Marshal" wa tags to read "General."

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Before going on duty, the junior marshals picked up their name tags, arm bands, litter bags (decorated nicely by some elementary school children in Boulder), and Wash 'n Drys at the Fair Headquarters.

Most of the junior marshals seemed to enjoy being a part of the fair, even though clean-up is a pretty crummy job. A couple suffered from acute boredom, others spent more time seeing fair activities than cleaning up, and two decided that the title "Junior Marshal" was too degrading, so they changed their name tags to read "General."

The whole system was pretty informal and casual. And it didn't really need to be terribly organized or tightly run, apparently. The Take-Down Captain reported that the take-downers hardly had to pick up any loose trash at all!

BOULDER EXPERIMENTS MARSHALL APPLICATION

NAME__________________________________ AGE____

ADDRESS__________________________________PHONE________

ARE YOU IN SCHOOL?_____WHICH ONE?__________WHAT YEAR?______

DO YOU HAVE A JOB?____WHERE?______________DOING WHAT?________

HAVE YOU HAD ANY MARSHALLING EXPERIENCE?__________WHERE?________

FIRST AID TRAINING?______________________WHEN?______

ARE YOU ON PROBATION?_____ANY SERIOUS MEDICAL PROBLEMS?________

ANYTHING ELSE WE SHOULD KNOW ABOUT YOU?__________________

IF T P.M. SUNDAY THAT YOU COULD

NO

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WILLING TO BE A

SCIENCE EDUCATION
ES OR DAMAGES

IGNATURE)

Our original plans for the fair included some rather fuzzy ideas about having a volunteer "keep it cool" force. The Downtown Businessmen, however, were more worried than we (at least until the "Day of Crisis"--see section of that title) about the possibility of a riot or fight of some sort. We decided it would be best to be on the safe side, and it certainly couldn't hurt us to go along with their wishes. After all, their businesses were at stake, so maybe they had good reason to ask that we make more careful security arrangements.

So we tightened up our security plans.

Stan Kleiman, an SSEC staff member, and Eric Heltzel, Allan's brother, volunteered with a slight amount of arm twisting to head up Security. They met with the head of Boulder's Reserve Patrolmen to get some guidance about security matters. He suggested that two reserve patrolmen to ma
quarters at night
during

DO YOU HAVE A JOB?_____WHERE?____________________DOING WHAT?___________

HAVE YOU HAD ANY MARSHALLING EXPERIENCE?____________WHERE?___________

FIRST AID TRAINING?______________________________WHEN?_________

ARE YOU ON PROBATION?_____ANY SERIOUS MEDICAL PROBLEMS?____________

ANYTHING ELSE WE SHOULD KNOW ABOUT YOU?______________________________

IF T

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So we tightened up our security plans.

Stan Kleiman, an SSEC staff member, and Eric Heltzel, Allan's brother, volunteered with a slight amount of arm twisting to head up Security. They met with the head of Boulder's Reserve Patrolmen to get some guidance about security matters. He suggested that we hire two reserve patrolmen to man the fair headquarters at night, to watch over the fair site during the off-hours. During the day security could be handled by Stan and Eric and the volunteer marshals. If an emergency arose, both the sheriff's department and the police department were within the fair site.

MARSHAL SHIFT SCHEDULE

DAY + TIME	EAST PEARL	WEST PEARL	MALL	PAR
FRI. 5-8 PM	DAVE RHODES JOHN COLLINS		MATT FROW KRIS BROVARD	
	DAVE RHODES		DALE GIMPLE KIT RILEY	
SAT.		E RD	JOHN COLLINS SUE BUCKLEY	BEN BAR VICKI SUT
		' H	SHAWN MCCOY CHRIS FINN	DAN WYRO DOUG MA
		S N	SHAWN MCCOY BILL WHITE	MATT BEN BA
		ES	SHAWN MCCOY	~~BILL~~ WH
8 - 11 PM	DALE GIMPLE KIT RILEY	JOE LAW JULIANE SMITH	ROY SIMPSON	DAN WYR

Stan and Eric worked with Janey in getting volunteers from the schools to be "Senior Marshals." The marshals filled out application forms and then Stan and Eric worked out a schedule for the two days. They tried to have teams composed of one boy and one girl each working for two-hour stretches--though some of the marshals put in more time than that.

The Senior Marshals were supposed to keep things generally calm, help with emergencies, and give information and directions to fair goers. They were easily identifiable by their name tags and arm bands.

There were no reports of fights or otherwise tense situations, and for the most part the Senior Marshals didn't have much to do!

We're thankful for that!

MARSHAL SHIFT SCHEDULE

EAST PEARL	WEST PEARL	MALL	PARK	ROVING
DAVE RHODES JOHN COLLINS		MATT FROW KRIS BROVARD		
DAVE RHODES		DALE GIMPLE KIT RILEY		SHAWN MCCOY MATT FROW
	E RD	JOHN COLLINS SUE BUCKLEY	BEN BARNETT VICKI SUTTON	
	' H	SHAWN MCCOY CHRIS FINN	DAN WYROKOWSKI DOUG MALOY	
	S N	SHAWN MCCOY BILL WHITE	MATT FROW BEN BARNST	
	ES	SHAWN MCCOY	~~BILL WHITE~~	MATT FROW
DALE GIMPLE KIT RILEY	JOE LAW JULIANE SMITH	ROY SIMPSON	DAN WYAKOSKI	

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fai

Connie was in charge of setting up and running the fair headquarters. Now, that sounds like a relatively easy job, doesn't it?

Not so. The Fair Headquarters committee, with Connie at its head, turned quite naturally into the central focus of communications during the last two weeks of preparation and during the fair itself. The Headquarters had to have copies of all marshal schedules, all fair activities and locations, etc.--information about everything that was going on. Hence, everyone had to inform Connie of what was happening in their areas of responsibility. Hence, Connie knew everything that was going on and took charge of bugging everybody to finalize their plans and turn them over to her.

If you'll look back at our final organization chart in the section on organization, you'll see the Headquarters' key location, with communications lines going out in all directions.

The work of teh Fair Headquarters committee was especially closely tied up with that of space and scheduling, set-up, take-down, and the Block Captains.

"I arranged for a camp trailer to serve as th
the next step was to see that I knew everythi
fair and could put it down on paper so that
at the HQ could handle any situation that
had lists of volunteers involved with var
their shift schedules; do's and don'ts;
tivities; and basically anything I coul
one might need to know.

As well as being an information dis
also housed the first aid personne
donated by the Free Clinic. I al
marshals and other staff involve

I assigned staff in pairs for
to guide and assist the publ

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ll directions.

h Fair Headquarters committee was es-
ly tied up with that of space and
t-up, take-down, and the Block Captains.

"I arranged for a camp trailer to serve as the facility and the next step was to see that I knew everything about the fair and could put it down on paper so that anyone on duty at the HQ could handle any situation that might arise. I had lists of volunteers involved with various tasks and their shift schedules; do's and don'ts; master list of activities; and basically anything I could think of that someone might need to know.

As well as being an information dissemination center the HQ also housed the first aid personnel and supplies that were donated by the Free Clinic. I also included supplies for marshals and other staff involved in the fair and coffee.

I assigned staff in pairs for two-hour shifts. They were to guide and assist the public in any way necessary."

--Connie

volunteers

Most of the people that worked on the fair were volunteers. The businessmen all helped out on a volunteer basis, the people who organized and ran booths and other kinds of activities were volunteers for the most part, some of our coordinators (like Elizabeth Fox, who took on Cultural Events) were volunteers, and the people who helped us in the various "support services" (such as marshaling, set up and take down, publicity) were volunteers. We talked about getting volunteers in the previous section on GETTING PEOPLE--but here's some more detail on the nitty-gritty of getting people to work on the particularly unattractive behind-the-scenes jobs.

At first, we didn't have anyone is particular in charge of "volunteers." We just held regular volunteer meetings and tried to get mobs of people involved in the decision-making as well as the work.

Boulder Experiments

There were about ten
volunteers that consis
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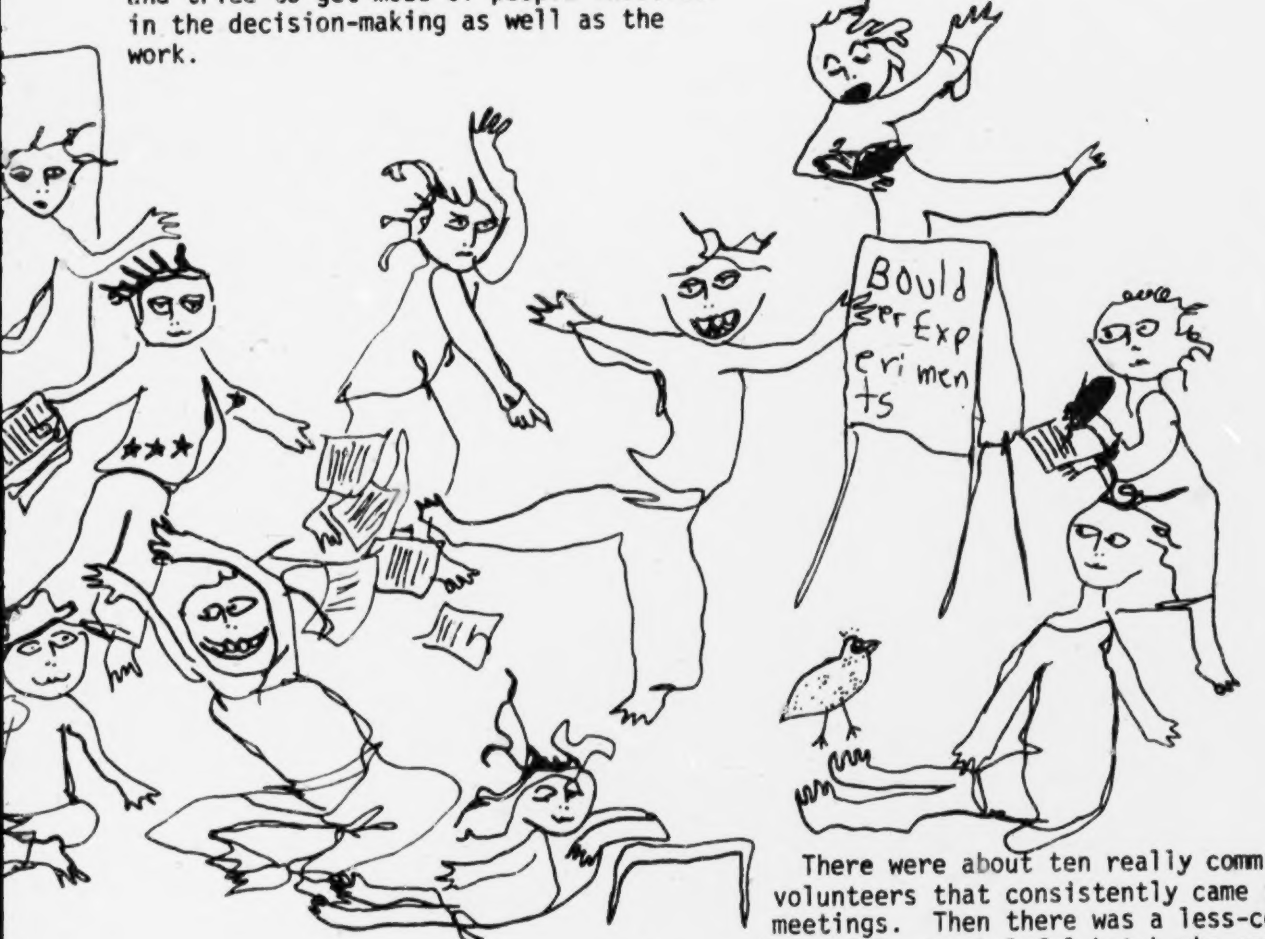


There were about ten really committed volunteers that consistently came to the meetings. Then there was a less-committed, but still very helpful batch who came to several but not all of the meetings and pitched in to help here and there--maybe about fifteen. A few people would show up only once or twice, mainly just to see what was going on and if they really wanted to participate. Attendance at these meetings varied from a low of about ten to a high of about fifty, give or take a few.

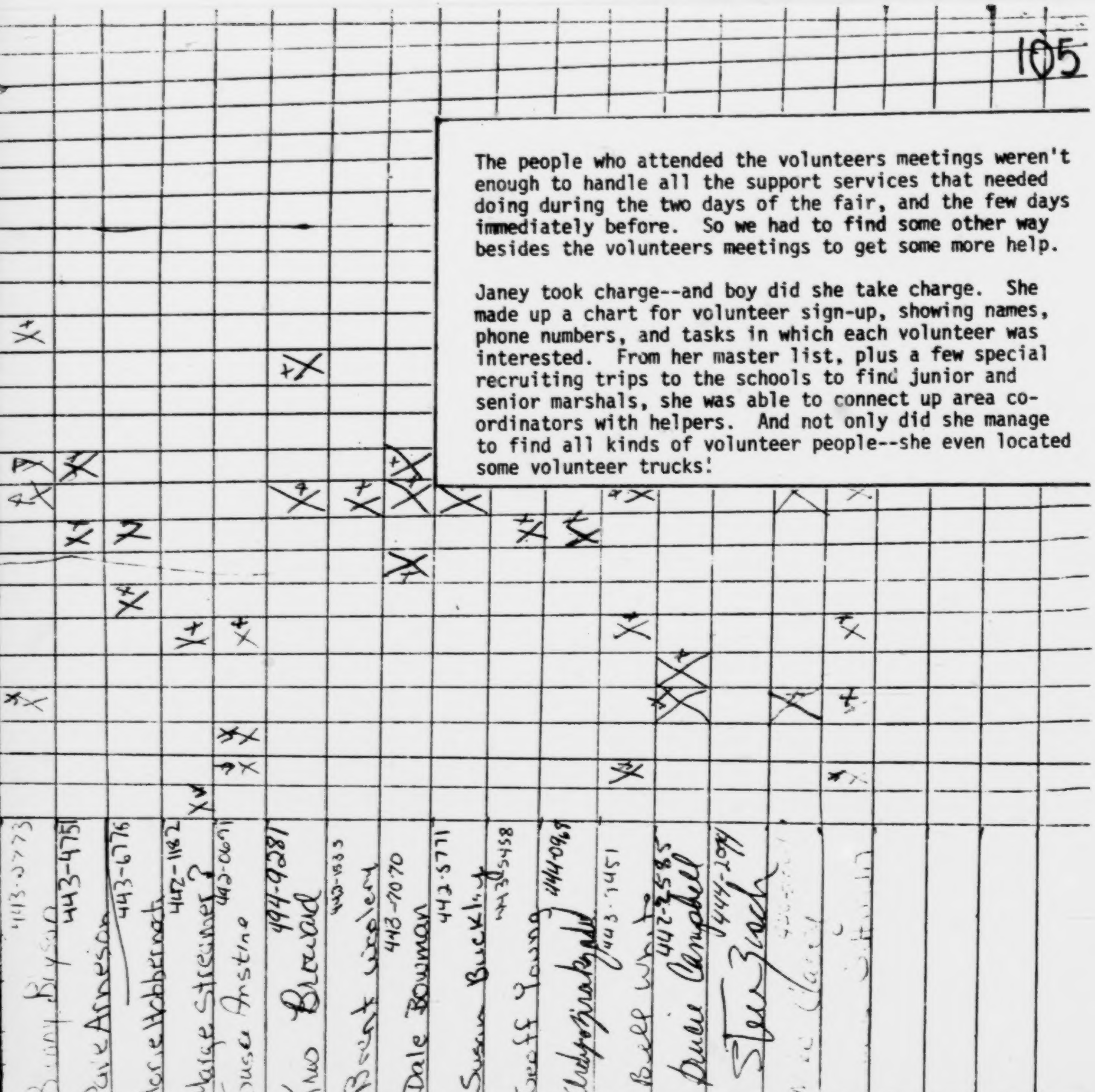
The people who attended the v
enough to handle all the supp
doing during the two days of
immediately before. So we ha
besides the volunteers meetin

Janey took charge--and boy di
made up a chart for volunteer
phone numbers, and tasks in w
interested. From her master
recruiting trips to the schoo
senior marshals, she was able
ordinators with helpers. And
to find all kinds of voluntee
some volunteer trucks!

NAME	PHONE	BAKING BREAD	SELL FOOD	PREPARE FOOD	TRANSPORTING FOOD	CLEAN UP	CASHIER	DOME BUILDING	BUILD BOOTHS	MARSHAL	ERRAND RUNNING	TRUCK (Drive)	BUILD DIRECTORY	PUT UP INFO. SIGNS	PUBLICITY ERRANDS	RECYCLING COLLECTION	ASSIST QUARTERMASTER	AUDIO-VISUAL HELP
John Collins	442-3862							X	X	X								
Bunny Bryson	443-3773				X						X	X				X		
Dave Arneson	443-4751									X		X						
Merie Hobbernect	443-6776							X		X								
Marge Streiner ?	442-1182	X					X											
Susie Amstine	443-0691		X	X			X											
Kno Brouard	494-9281										X				X			
Brent Wesley	443-1533										X							
Dale Bowman	443-7070								X		X	X						
Susan Buckley	443-5771										X							
Geoff Young	443-5458									X								
[illegible]	444-0969									X								
Belle White	443-1451		X				X				X							
Bruce Campbell	442-2585				X	X												
Steve Zeach	444-2094																	

The people who attended the volunteers meetings weren't enough to handle all the support services that needed doing during the two days of the fair, and the few days immediately before. So we had to find some other way besides the volunteers meetings to get some more help.

Janey took charge--and boy did she take charge. She made up a chart for volunteer sign-up, showing names, phone numbers, and tasks in which each volunteer was interested. From her master list, plus a few special recruiting trips to the schools to find junior and senior marshals, she was able to connect up area co-ordinators with helpers. And not only did she manage to find all kinds of volunteer people--she even located some volunteer trucks!



Bunny Bryson	443-5773
Dave Arneson	443-4751
Merie Hobbernech	443-6776
Marge Streimer ?	442-1182
Susie Anstine	443-0691
Kno Broward	494-9281
Brent Weeley	443-1533
Dale Bowman	443-7070
Susan Buckley	442-5771
Geoff Young	443-5458
[illegible]	444-0969
Bill White	443-7451
Dudie Campbell	442-2585
Steve Zuech	444-2094
[illegible] Clark	[illegible]
[illegible]	[illegible]

I got into the business of organizing volunteers rather late in the game. I turned the lists we had into one master list, collating people and jobs together so that it would be easier to figure out who was doing what, and who was willing to work, and what interests they had. I saw myself, as a coordinator, I had to list people who wanted to do things and what they wanted to do. The other coordinators should have known what their manpower needs were. I could give them the names of the people to contact or I would contact them. Most of the time I was not able to perform this middle man function.

The number of volunteers needed for each section of the fair was not determined until very late, creating a lot of pressure over me to do what I had been trying to accomplish all along without accurate information as to the coordinators' needs. A good part of the problem was my fault because I did not find out my role until it was too late, or make it clear to people in time for it to work out smoothly. Another problem was that people were expecting me to do a whole lot more than what I actually said I would do.

--Janey

q

Getting together the equipment needed for your project can be a large or a small job, depending on how much and what kinds of equipment you need. Also, depending on how you handle the problem of equipment supply.

We were absolutely brilliant in handling quartermaster! (thanks to Steve, who was in charge) It was one of the few "major" areas in which we successfully managed to get out of most of the work we could have taken on ourselves.

The way we did it was very simple--we asked all the exhibitors to supply their own equipment, except for tables and chairs. (We offered to try to help them if they absolutely couldn't find any audio-visual equipment they needed, but strongly suggested they do a thorough search before coming to us for help.)

In a sense, we were pressured int
We simply didn't have time to loc
different kinds of equipment need
task off on the exhibitors. In o
had visualized doing the quarterm
Even til about the end of April w
offering to get just about everyt
came the crunch. We took a sober
able (for once), decided we could
the exhibitors to go this one on
were usually quite happy to do.

All this is not to say we didn't
Quartermaster. We still had to f
and stage equipment (speakers, mi
we had to provide electrical curr
equipment of the exhibitors. And
overnight storage for all this eq
the exhibitors brought and develo
for checking equipment in and out
the right tables and chairs back

But overall Quartermaster went ra
some of the other major areas.

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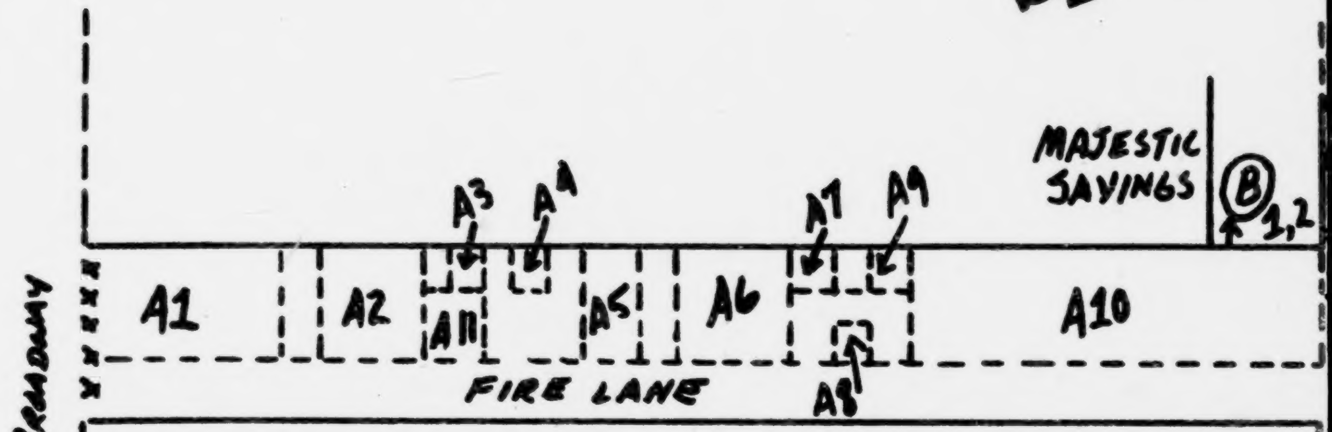
quartermaster

In a sense, we were pressured into this stroke of genius. We simply didn't have time to locate and obtain all the different kinds of equipment needed, so we foisted the task off on the exhibitors. In our early planning, we had visualized doing the quartermaster tasks all ourselves. Even til about the end of April we were still unabashedly offering to get just about everything to everybody. Then came the crunch. We took a sober look at manhours available (for once), decided we couldn't handle it, and asked the exhibitors to go this one on their own, which they were usually quite happy to do.

All this is not to say we didn't have to do anything in Quartermaster. We still had to find 200 chairs, 70 tables, and stage equipment (speakers, mikes, mixers, lights); and we had to provide electrical current for the audio-visual equipment of the exhibitors. And, we also had to find overnight storage for all this equipment plus that which the exhibitors brought and develop a good inventory system for checking equipment in and out overnight and getting the right tables and chairs back to the right people.

But overall Quartermaster went rather smoothly compared to some of the other major areas.

space

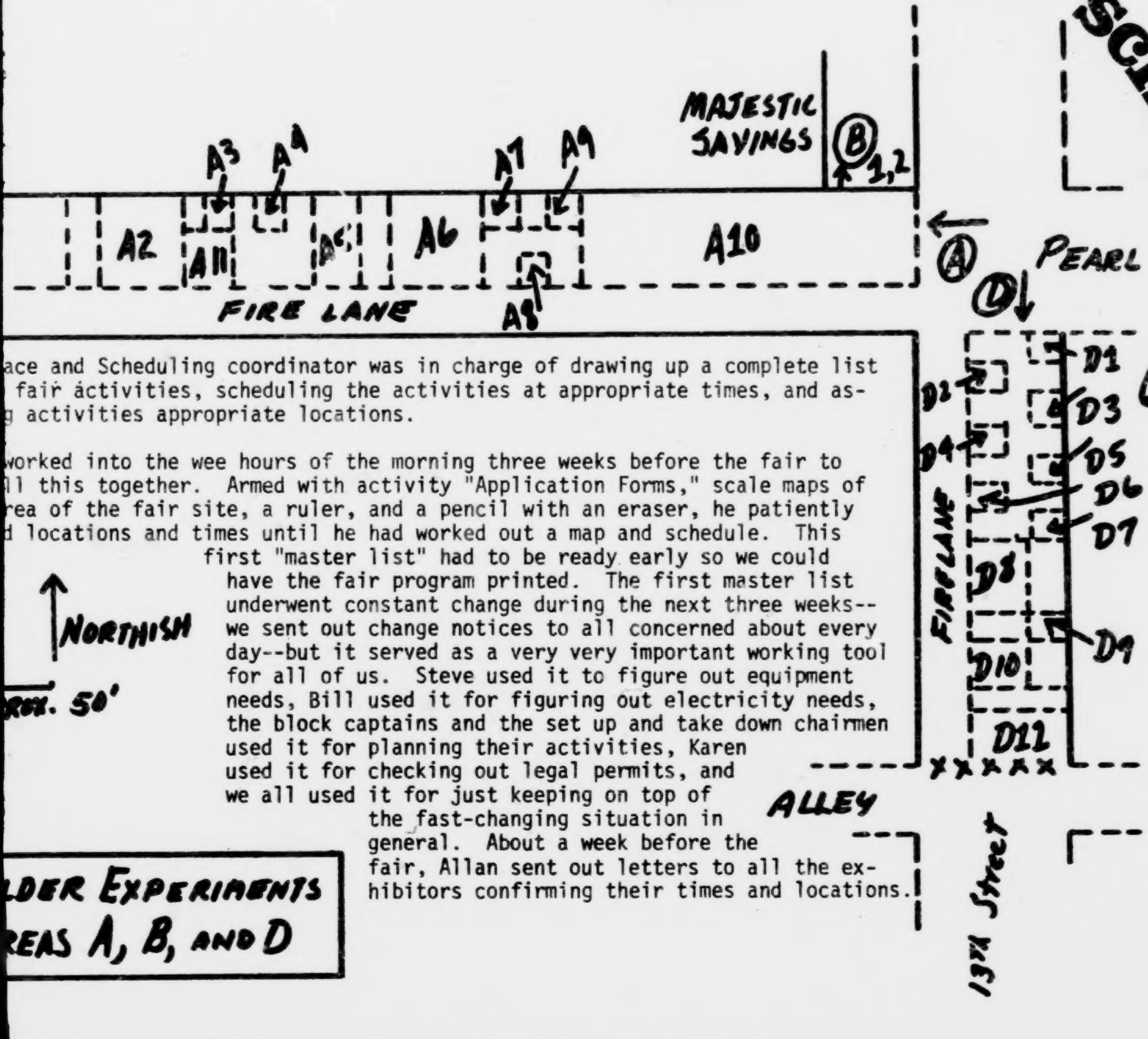


The Space and Scheduling coordinator was in charge of drawing up a complete list of all fair activities, scheduling the activities at appropriate times, and assigning activities appropriate locations.

Allan worked into the wee hours of the morning three weeks before the fair to pull all this together. Armed with activity "Application Forms," scale maps of each area of the fair site, a ruler, and a pencil with an eraser, he patiently juggled locations and times until he had worked out a map and schedule. This first "master list" had to be ready early so we could have the fair program printed. The first master list underwent constant change during the next three weeks--we sent out change notices to all concerned about every day--but it served as a very very important working tool for all of us. Steve used it to figure out equipment needs, Bill used it for figuring out electricity needs, the block captains and the set up and take down chairmen used it for planning their activities, Karen used it for checking out legal permits, and we all used it for just keeping on top of the fast-changing situation in general. About a week before the fair, Allan sent out letters to all the exhibitors confirming their times and locations.

BOULDER EXPERIMENTS
AREAS A, B, AND D

space and scheduling


MAJESTIC SAVINGS
B
1,2
A3
A4
A7
A9
A2
A11
A5
A6
A10
A8
FIRE LANE
A
PEARL
D
D1
D2
D3
D4
D5
D6
D7
D8
D9
D10
D11
FIRELANE
NORTHISH
ROX. 50'
ALLEY
13TH Street

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LDER EXPERIMENTS
REAS A, B, AND D

34

2/9/72

Steve McElroy
[illegible]

BOULDER EXPERIMENTS APPLICATION FORM

GIVE A BRIEF DECRIPTION OF YOUR DEMONSTRATION.

A light and sound show entitled "Environmental Education - A sensory Approach". Learning tools and techniques will be emphasized. Since one learns through the senses, different sensory experiences will be demonstrated, such as:

(1) Watch (seeing) 80% of the world population propogate itself in real time. Flashing lights represent true birth rate of 10 continents on a world map/

(2) Listen to the ecological sounds of a Southern Swamp/

(3) Watch a Scenario in the Year 2001. (Role Playing)

see back →

WHAT EQUIPMENT WILL BE NEEDED (electricity, micophones, projectors, record players, ect.)

Three tables
Electricity
Slide projector and if possible a movie projector

HOW MUCH TIME AND SPACE WILL BE NEEDED?

We definitely need a dome and good place to lock up equipment at night.

HOW MANY DAYS WILL YOU RUN YOUR EXPERIMENT?

Friday, Saturday, and Sunday

NAME: The Arrow Company

ADDRESS: 3385 South Bannock Street, Englewood, Colorado 80110

PHONE: 789-2802

We would like to see the displays done in a very creative manner. Try to stay away from the ordinary and do something different. We will not allow anyone to set up a booth containing only literature real time. Flashing lights represent true birth rate of 10 continents on a world map/

(2) Listen to the ecological sounds of a Southern Swamp/

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We would like to see the displays done in a very creative manner. Try to stay away from the ordinary and do something different. We will not allow anyone to set up a booth containing only literature and unnessesary use of paper. Try to make your display one that an individaul can experience or feel through sight, touch, or merely someone to speak about.

We would like to express our thanks to you for participating in the fair and making it as successful as possible.

MASTER LIST - FAIR ACTIVITY LOCATIONS, EQUIPMENT, TIMES, ETC.

Specific Location	Times Fri	 Sat	 Sun	Activity Name	Sponsoring Organization	Name & phone of Person in Charge
A-10		10am – 7p	10a – 5pm	Electricity demonstration	Cirquarius, CU	Steve Boul Room 183c U 443-0349
B-1		10am – 7pm	10am – 5pm	Computer card recycling display	IBM	Jim Mosley 6300 Diag 447-1900
B-2		10am – 7pm	10am – 5pm	Total recycling and power generation film and slide presentation	Combustion Power, Inc.	Ron Rumsey & C 1346 Wilson Menlo Park (415) 3
C-1		10a – 7pm	10am – 5pm	Air pollution test vans	Boulder County and City Health Dept.	Terri 3
C-2		10a – 7pm	10a – 5pm	Stained glass demonstration		
C-3		10a – 7p	10am – 5pm	Anachronism display	Society An	
C-4		10am – 7pm	10am – 5pm	Alternative life-styles information ~~booth~~		
C-5		10am – 7p	10am – 5pm	NARMIC slide the air war		

TO ALL HOLDERS OF MASTER LISTS

FROM: Karen

DATE: May 10

SUBJECT: Changes in Master Lists

CHANGES

Stained glass by David Levick is now C-

ban envrionment display, formerly

t's magic show, E-10, wil

l am Saturday and wil

making his own si

ssisting The

eople: S

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Marlin
[illegible] - file 140
110

VITY LOCATIONS, EQUIPMENT, TIMES, ETC.

Activity Name	Sponsoring Organization	Name & phone of Person in Charge	# Tables
Electrical demonstration	Cirquarius, CU	Steve Boulter Room 183c UMC, campus 443-0349	0
Computer card recycling display	IBM	Jim Mosley 6300 Diagonal Hwy 447-1900	—
Total recycling and power generation film and slide presentation	Combustion Power, Inc.	Ron Kinney & Co 1346 Wilson Menlo Park (415) 3	
Air pollution test vans	Boulder County and City Health Dept.	Tom 3	
Stained glass demonstration			
Anachronism display	Society An		
Alternative life-styles information booth			—
NARMIC slide the audience			1

TO ALL HOLDERS OF MASTER LISTS

FROM: Karen

DATE: May 10

SUBJECT: Changes in Master Lists

CHANGES

Stained glass by David Levick is now C-10. It was C-2 before.
ban envrionment display, formerly C-10, is now C-2.
t's magic show, E-10, will not be going on Sunday. He will begin
l am Saturday and will have a 15-minute show every hour on the
making his own sign to announce show times (nice fellow).
ssisting The Incredible Lamont Saturday night.
eople: Sam would like us to furnish him with a
ossible.

1805
AH

BOULDER EXPERIMENTS FAIR
ACTIVITY CONFIRMATION
May 5, 1972

Title of Activity: ______________________

Location: ____________ (see map)

Times: Fri., May 12 ____________
Sat., May 13 ____________
Sun., May 14 ____________

Equipment to be supplied by B.E.:

Block Captain: ______________________ Phone: ____________

Host or Hostess (where applicable) ____________ Phone: ____________

Organization Sponsoring Activity: ______________________

Name of person in charge of activity: ______________________

Address ____________ City ____________ Zip ________

Phone ____________

bloc

(fondly knowns as "Block

The Blockheads were mostly people on the SSEC and ERIC/ChESS staff whom we conned into helping with setting up and taking down the fair and "mothering" the exhibitors who needed help within their assigned sections of the fair. Each blockhead was given about one city blockful of exhibits to watch over.

BLOCK-CAPTAINS

Area A	Pearl Street-Broadway to 13th	
Area B & C	Majestic Savings Community Room 13th St. from alley south to Pearl	
Area D	13th St. south of Pearl to Alley	
Area E & F	Pearl Street 13th to 14th Forum in front of Fred's	
Area G	Courthouse lawn	
Area H - Area O	miscellaneous	
Area P, Q, R	Library, Mall and Municipal Bldg.	
Area S	Central Park and Bandshell	

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(fondly knowns as "Blockheads")

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Area G	Courthouse lawn	
Area H - Area O	miscellaneous	
Area P, Q, R	Library, Mall and Municipal Bldg.	
Area S	Central Park and Bandshell	

The Blockheads went down to the fair site Friday evening to help block off the streets and to chalk out where each exhibit in their area would be located. Then, bright and early Saturday morning they all appeared to help set up tables and chairs in their areas and to direct exhibitors to their places. They helped with getting all the equipment into storage Saturday night, with setting up again Sunday morning, and with taking it all down again Sunday evening and cleaning up afterwards. They checked with their exhibitors every once in a while to see if everything was going all right and helped fair-goers find the things they wanted to see.

FROM "THOUGHTS OF A BLOCKHEAD

Working with the Consortium peopl
.adventuresome people who participa
aspects of being a block captain th
organization was so well arranged th
capacity as blockhead. My few respons
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my biceps, and bike-patrolling the Fair wa
tion and suntanning!

My one blockhead memory of the Fair is a verb
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really happy to see active interest in the Fair's
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I was pleased with the variety of booths at the Fair a
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once in a while to see if
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the things they wanted to

FROM "THOUGHTS OF A BLOCKHEAD"--

Working with the Consortium people who participated in the BE Fair as a team and meeting all the adventuresome people were the two aspects of being a block captain that I enjoyed the most. The block organization was so well arranged that I had little to do in my capacity as blockhead. My few responsibilities were both fun and calisthenically fruitful: chalking the street was good for my dorsal thigh muscles, carrying trash barrels, tables and chairs was great for my biceps, and bike-patrolling the Fair was terrific for both respiration and suntanning!

My one blockhead memory of the Fair is a verbose complaint by one Fair attendee against the invitation of the polluting Mazda to a supposdly ecological gathering. Although the guy was a pain in the neck, I was really happy to see active interest in the Fair's raison d'etre and would encourage this type of complaint to be aired at the soap box at future (hope! hope!) fairs.

I was pleased with the variety of booths at the Fair and was especially pleased with the easy yet exciting atmosphere.

--BJA

set-up and take-down

Reggie and Connie worked together to plan out and coordinate setting up and taking down the fair. As smoothly as it went, you'd think there was nothing to it!

They had to make sure that the tables and chairs would arrive on time, that the barricades were set up in the right places, at the right time, that all the signs got put up in the right places, that the tables and chairs got to the right places, and that we'd have enough people to get all this done within a period of about two hours Saturday morning. Then they had to set up a check-in and check-out system for overnight storage of equipment and make sure it worked (they delegated that task to Steve Hodes, wonder-boy) and then go through the whole set-up business again Sunday morning. Finally, they had to organize and run the take-down and post-fair clean-up--and make sure that people didn't run out before all those dismantling activities were finished.

They did all this so quietly and efficiently that anyone hardly noticed! And, by eight o'clock Sunday night you couldn't tell that there'd been a fair in downtown Boulder! (The big dome was still up over in the library parking lot, and it took a little doing to dismantle it, but that was the only trace left ....'cept for, we hope, people's memories.)

In our post-fair e
"What were the majo
into during the fair
hassle was setting u
G..... dome."

HOW TO PUT UP A
39-FOOT DOME IN
RECORD TIME

From the very beginning of the fair idea, Steve McElroy seemed to have a
on Buckminister Fuller domes. He kept talking about having lots of big
domes all over the fair site. The rest of us thought it would be nice t
but didn't trouble ourselves too much in working to get them. Steve, on
hand, proved himself dead serious about domes.

His plans to have a dome-building workshop a couple of weeks before the
train the dome-building volunteers in dome-raising fizzled. Only a coupl
volunteers showed up at the Saturday session. Undaunted, Steve persiste
He had gotten the people from Earth Dynamics, which specializes in dome
agree to furnish the forms and leadership for the 39-foot dome to be rai
library parking lot. And he'd promised them that he'd have a passle of
at the site beginning Thursday morning before the fair to help put it up.

Thursday morning before the fair--gray drizzly weather, Steve, only a co
volunteers, the Earth Dynamics people, and their dome forms showed up.
munged around for most of the day, trying to iron out problems of placem
such details. Friday morning--same story. Everyone just kinda hung aro
to figure out what to do, diddling around with putting the forms togethe

About noon Karen drove past on her way to lunch and stopped to ask how t
going. Steve allowed as how they were feeling a bit pressed, because th
few volunteers and so little time left to get the dome up. But "we're n
worried yet," said Steve brightly. "We've decided to ask the Public Ser
to loan us a crane for the afternoon, and that'll get the thing up in a
hours!"

"Sure, Steve," replied Karen cynically. "Right. Public Service Company
to zip right over with it's very costly crane and it's very highly paid
just to put up our little ole dome. Maybe you ought to be calling your
asking them to come down and help out. Maybe even ask KRNW to ask for h
air. See you after lunch!"

Karen drove back past after lunch. Nearly curbed her car when she saw a
lifting sections of the dome into place.

HOW TO PUT UP A 39-FOOT DOME IN RECORD TIME

In our post-fair evaluation, when Steve was aske "What were the major hassles and problems you ran into during the fair?", he responded "The worst hassle was setting up, and taking down, that G..... dome."

From the very beginning of the fair idea, Steve McElroy seemed to have a fixation on Buckminister Fuller domes. He kept talking about having lots of big and little domes all over the fair site. The rest of us thought it would be nice to have domes, but didn't trouble ourselves too much in working to get them. Steve, on the other hand, proved himself dead serious about domes.

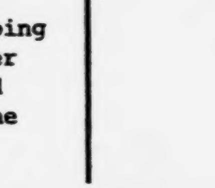
His plans to have a dome-building workshop a couple of weeks before the fair, to train the dome-building volunteers in dome-raising fizzled. Only a couple of volunteers showed up at the Saturday session. Undaunted, Steve persisted in his plans. He had gotten the people from Earth Dynamics, which specializes in dome homes to agree to furnish the forms and leadership for the 39-foot dome to be raised in the library parking lot. And he'd promised them that he'd have a passle of volunteers at the site beginning Thursday morning before the fair to help put it up.

Thursday morning before the fair--gray drizzly weather, Steve, only a couple of volunteers, the Earth Dynamics people, and their dome forms showed up. They munged around for most of the day, trying to iron out problems of placement and other such details. Friday morning--same story. Everyone just kinda hung around trying to figure out what to do, diddling around with putting the forms together.

About noon Karen drove past on her way to lunch and stopped to ask how things were going. Steve allowed as how they were feeling a bit pressed, because they had so few volunteers and so little time left to get the dome up. But "we're not too worried yet," said Steve brightly. "We've decided to ask the Public Service Company to loan us a crane for the afternoon, and that'll get the thing up in a couple of hours!"

"Sure, Steve," replied Karen cynically. "Right. Public Service Company is just going to zip right over with it's very costly crane and it's very highly paid crane driver just to put up our little ole dome. Maybe you ought to be calling your friends and asking them to come down and help out. Maybe even ask KRNW to ask for help over the air. See you after lunch!"

Karen drove back past after lunch. Nearly curbed her car when she saw a giant crane lifting sections of the dome into place.



transportation

The Transportation section of the fair was one of the major areas of experimentation, in our minds, and it also proved to be one of the most difficult areas to handle.

In our initial brainstorming on the fair, we had envisioned vast experiments with the bus system, using mini-buses and a jitney service, among other things. As we got farther and farther into out planning, we found that we had to revise our plans downward several times. Public transportation is a tremendously complex and puzzling problem!

Jon Rasmussen, John Rifkin, and Tedd Levy both alternatley and simultaneously took responsibility for Transportation. By the time of the fair, they had distilled the Transportation into four distinct kinds of activities:

1. A supplement to the bus system for the two days of the fair.
2. Several demonstrations of non-polluting vehicles
3. An exhibit by the Regional Transportation District on plans for Transportation in the Denver-Boulder-Fort Collins area.
4. A bike rally in support of the Boulder Bikeways proposal.

Jon sat down one afternoon after the fair with a dictaphone and talked about his perceptions of the development of the Transportation section. His transcript, which follows on the next page, gives an idea not only of the problems encountered in this area of the fair, but also of Jon's feelings of near-terror sometimes at the thought of his responsibilities. This was not an uncommon feeling among many of us, who were frequently snowed under emotionally at the realization of the complexity and bigness of our projects and the extent of our inexperience.

Interview with Jon Rasmussen

When I started on Transportation, things were already pretty much getting tog
permission to use the buses and John Rifkin had found an insurance company that wo
insurance at a decent price. When I picked it up, I just had to contact all of th
find drivers for us and get the bus routes figured out and bus signs put up before

These are some of the problems I ran into. The drivers seemed sort of resent
taking up their time--not all of them, but some of them did. Some drivers, after
when we later called back to give them all of the information, we could not contac
Originally we wanted to have nine buses, but we got down to six because we could n
drivers. During the weekend three of the drivers did not show up. This caused mo
of the other drivers just walked off. They said they had volunteered for so many
parked their bus and left, which left us in kind of a predicament. It all worked
found other people to drive them.

Another problem was figuring out the bus routes. We talked to Dale Moburg an
priorities and then came up with the bus routes. We also discussed what type of t
use for markers. We made four-foot shafts with BE painted on them and maps of the
a card attached to the stake. After we had talked to all of the bus drivers, the
came for me, and that was getting all of the bus drivers scheduled for a certain t
three shifts a day--9 to 12, 12 to 3, and 3 to 6. I had to put all the drivers do
then we had to call them all back up and tell them what their times were. Then we
because some of the drivers started to say things like, "Well I am only going to b
morning." or "I have people coming Sunday." or "I don't want to work Sunday night.
that. As a matter of fact, I didn't think it was all going to come together at al
day I was working on it, which was the day before the fair.

We mailed letters to all of the drivers who had said over the phone that they
These letters said "yes" or "no" I will drive, and they had a return envelope with
It was sort of a headache every day coming in to a stack of them and some of them
already had the schedule pretty much worked out.

One of the things that played wierd things on my head was the last week befor
was like everything was coming to a head and it was really nerve wrecking. Like I
the transportation was going to come off or not, and then there were the demonstra
my head felt like it had a big 100-pound weight taken off of it, as I thought--we
fair wasn't going to happen. And then the next day we come in and the fair is sti
of a sudden this big thing came crashing back down on my head and my head kept tel

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it, don't do it and I felt I was going crazy or something. I just went ahead and
out, but it turned out to be ten times harder than if the demonstrations would no

One of the last things I did on Transportation was on the Friday befoer the
the school bus station and handed out all of the folders to the drivers. In each
a passenger count sheet, a mpa of the route, and a schedule of all the bus driver
and everything. I took those down plus the BE signs for the buses and I talked t
of the school bus system--and it was sort of a strange thing, like they didn't kn
what they were committing their buses to--they didn't know anything about the fai
one thing that sort of upset me and that was that if there were any signs that th
were going to start up again, they would just pull the buses right out from under
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I guess the last problem I had was we had to find somebody to put up all the
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guess that is pretty much it, except for like Saturday morning when I got down to the fair, I seen any of the school buses on the road way down there and I thought "wow" maybe they had the school buses out from under us or maybe the drivers did not show up. All of these bad were going through my head. But then, I was standing in front of the HG and I looked towards y and saw one of the buses and it was really a gratifying experience.

May 1, 1972

Dear Driver:

First of all, on behalf of the entire Boulder Experiments staff, I would like to thank you once again for your cooperation.

Included with this letter, you should find a map of the 3 routes, a complete schedule of drivers, times, routes and buses, and a stamped, addressed envelope for you to mail in your confirmation. I'm making this schedule and we have tried whenever possible to take your personal preferences and requests into account. Also, we tried not to give anyone two consecutive shifts. Although this was not always possible, we will use back-up drivers to alleviate this situation if possible.

If you work a trade of times with a fellow driver, be sure to inform us by phone (443-2211 X8155 or 443-1370 between 1-4 PM).

Thank you once again.

Sincerely,

John Rifkin
Boulder Experiments

☐ ____________________ will drive as scheduled for the Boulder Experiments Fair.

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Thank you once again.

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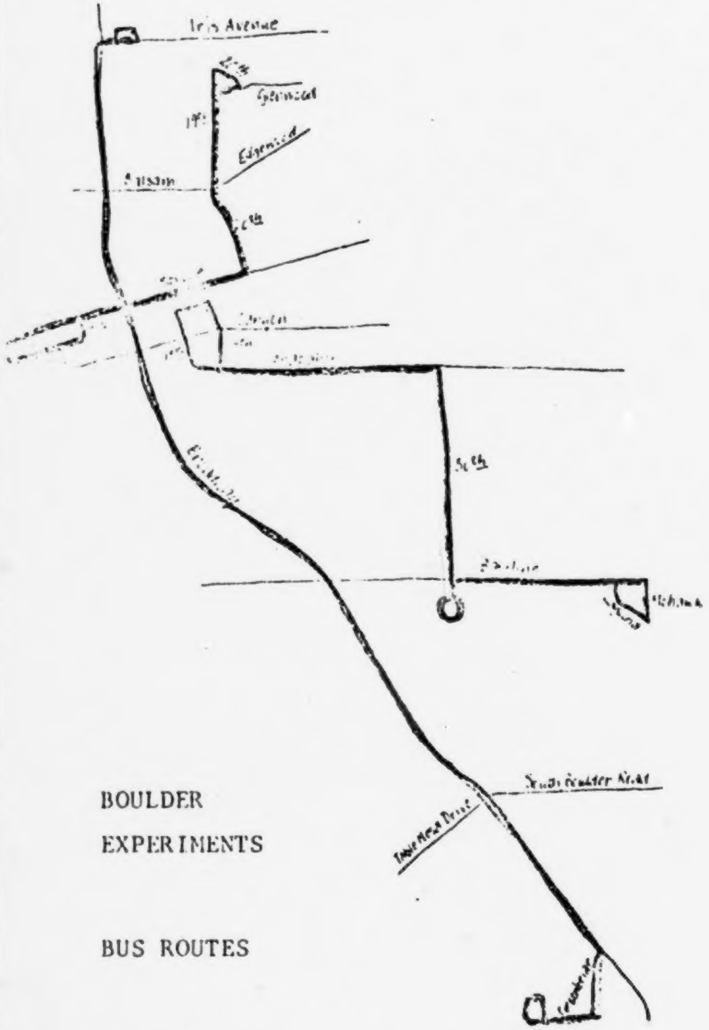
Boulder Experiments

☐ ____________________ will drive as scheduled for the Boulder Experiments Fair.

☐ ____________________ will be unable to drive as scheduled for the Boulder Experiments Fair for the following reason:

BOULDER EXPERIMENTS



BOULDER

EXPERIMENTS

BUS ROUTES

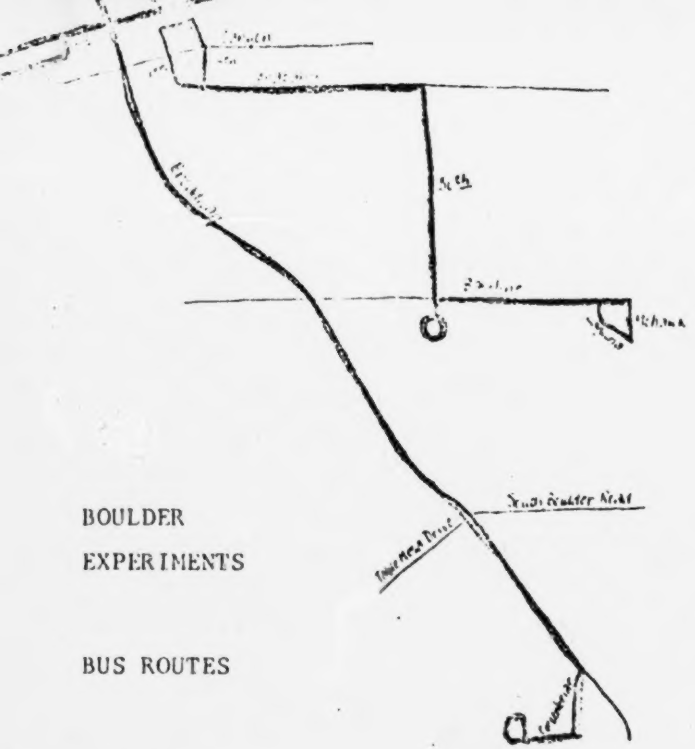
dway (southbound)
  Community Hospital
  Portland and Broadway
  Maxwell and Broadway
  Mapleton and Broadway
  Spruce and Broadway
  Canyon and Broadway
  Boulder Creek and Broadway
  Marine and Broadway
  Aurora and Broadway
  Table Mesa Shopping Center and Broadway
  Dartmouth and Broadway
dway (northbound)

  8th and Spruce
  4th and Pearl
North Boulder (northbound)
  4th and Pearl
  13th and Spruce
  19th and Spruce
  Balsam and 19th
  Fern Place and 19th
  Grape and 20th
  Glenwood and 19th
East Boulder (eastbound)
  Walnut and 15th
  30th and Arapahoe

GAS FOR YOUR BUS

Your bus should be filled at the BVPS garage in the morning. It should be enough to last the entire day.

If you need gas when you are on the route, please do not return to the garage. Arrangements have been made with Harry Coonrod at COONROD'S CHEVRON, 15th and Arapahoe. This is the only place to get gas if you need it. Please remember to get a receipt showing the number of gallons and the cost.



BOULDER

EXPERIMENTS

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  Community Hospital
  Portland and Broadway
  Maxwell and Broadway
  Mapleton and Broadway
  Spruce and Broadway
  Canyon and Broadway
  Boulder Creek and Broadway
  Marine and Broadway
  Aurora and Broadway
  Table Mesa Shopping Center and Broadway
  Dartmouth and Broadway
dway (northbound)
  Dartmouth and Broadway
  Base-Mar Shopping Center and Broadway
  Regent and Broadway
  Euclid and Broadway
  Pennsylvania and Broadway
  Marine and Broadway
  Walnut and Broadway
  Maxwell and Broadway
  Community Hospital
th Boulder (southbound)
  Glenwood and 19th
  Fern Place and 19th
  Balsam and 19th
  Mapleton and 19th
  13th and Spruce
  8th and Spruce
  4th and Pearl
North Boulder (northbound)
  4th and Pearl
  13th and Spruce
  19th and Spruce
  Balsam and 19th
  Fern Place and 19th
  Grape and 20th
  Glenwood and 19th
East Boulder (eastbound)
  Walnut and 15th
  30th and Arapahoe
  Scott Carpenter Park and 30th
  East Campus Court and 30th
  Pennsylvania and 30th
  32nd and Baseline
  Thunderbird Shopping Center and Mohawk
  Laguna Place
East Boulder (westbound)
  Laguna Place
  34th and Baseline
  East Campus Court and 30th
  Scott Carpenter Park and 30th
  Crossroads and Arapahoe
  28th and Arapahoe
  Walnut and 17th
  Walnut and 14th

BOULDER EXPERIMENTS

Bus Driver Schedule

NAME	SATURDAY						SUNDAY					
	9am-12 noon		12 noon-3pm		3pm - 6pm		9am-12 noon		12 noon-3pm		3pm - 6pm	
	Rt #	Bus #	Rt #	Bus #	Rt #	Bus #	Rt #	Bus #	Rt #	Bus #	Rt #	Bus #
Larry Payme									I	68		
Carrall Comstock	I	63										
Leonard Donaghy									I	63		
Jack Dover			I	63								
Joel Eskin							I	63				
James Eskra									I	66	I	66
Gene Gaisser	I	66									I	63
Larry Gates											III	5
Jim Gould			I	66	I	66						
Jim Hawkins											I	68
Irene Jaarsma	I	68					I	68				
Trudy Medcock	III	5	III	5								
Kathy Moore							II	27			II	27
Edna Ambrose					III	5			II	27		
Kevin Phillips	II	27	II	27								
Bren Quereau			I	68								
Ted Shearer											III	10
Mary Snavely					I	68						
Bill Stephens							III	10	III	10		
Rick Stolenberg					I	63	I	66				
Kermit Warner	III	10			II	27						
David Zamzow			III	10	III	10						
Ralph Myer							III	5	III	5		

Backup Drivers:

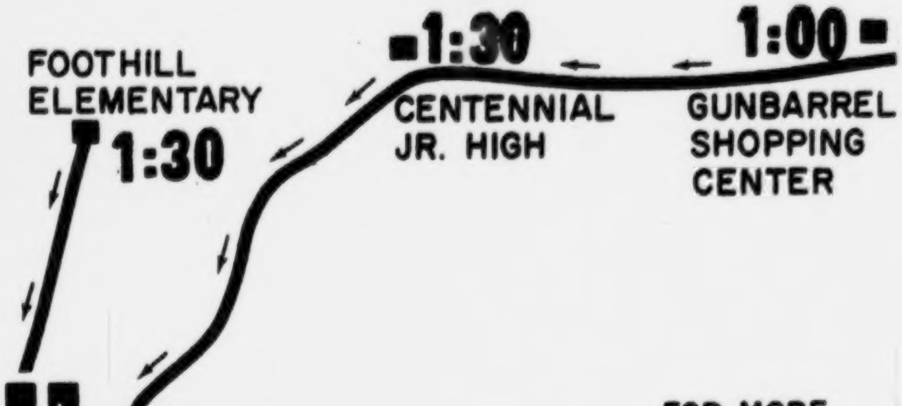
Tom Rhinehart
Dennis Devor
Mary Foley
Eric Wagner

Dereck Paulson
Berniece Locker
Larry Juhl

BIKEWAYS—YES!

JOIN THE

R


FOOTHILL ELEMENTARY
1:30
1:30
CENTENNIAL JR. HIGH
1:00
GUNBARREL SHOPPING CENTER

A smaller scale experiment in transportation was setting up bikeways for the weekend, a bike parade rally. An issue in the upcoming June election was a bond issue for bikeways in Boulder. Tomm Hamm, an enthusiastic supporter for the bikeways took over the planning for the bike rally and did a fantastic job on organizing and publicizing the rally. Several hundred people joined the parade at various points and rode through the fair to the bandshell for the rally. However, the bikeways bond issue was not passed in the June election.

FOR MORE
INFORMATION
CALL:
DICK HAM
444-4866

PARADE
PROGRAM at the

JOIN THE

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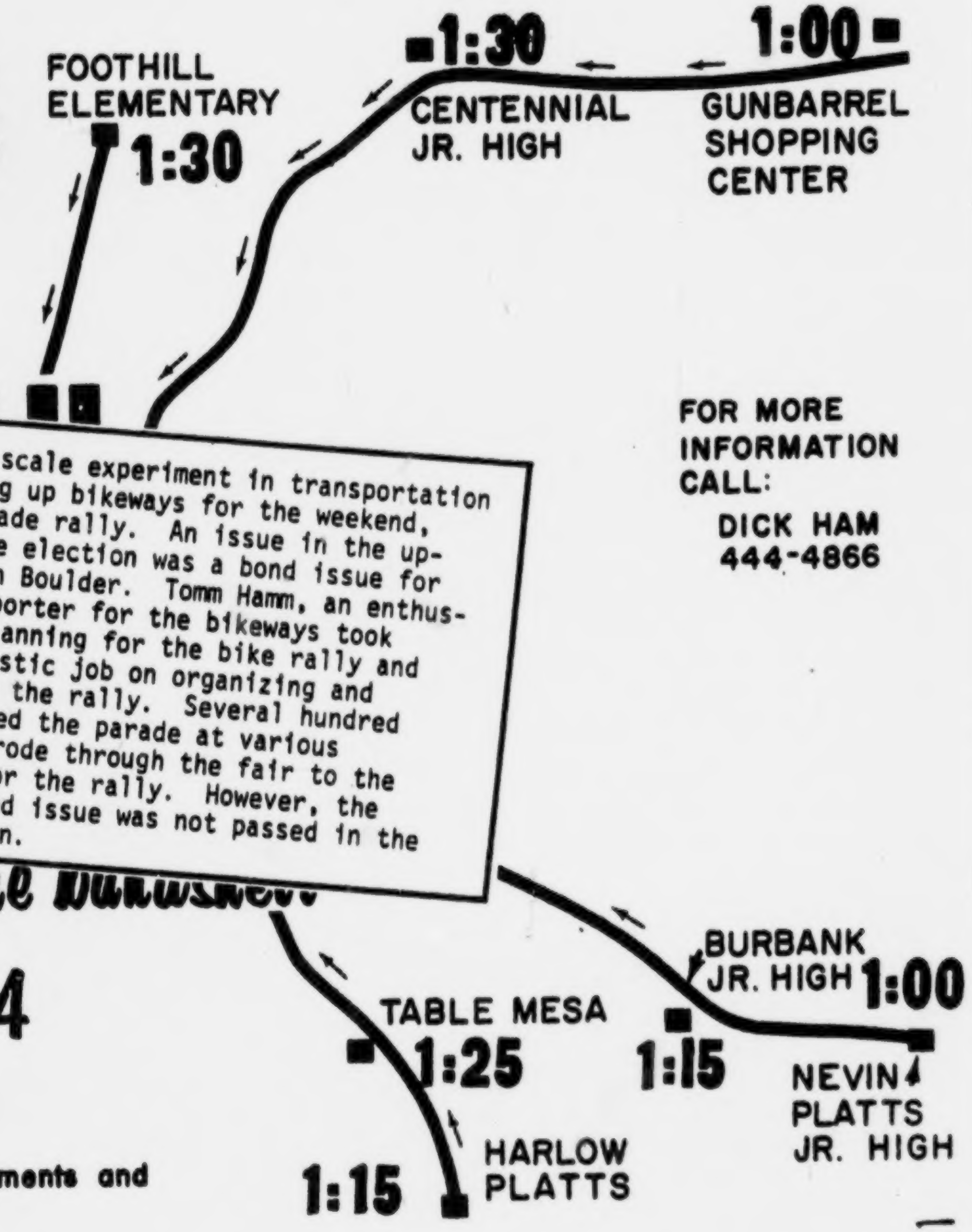
FOOTHILL ELEMENTARY
1:30
1:30
CENTENNIAL JR. HIGH
1:00
GUNBARREL SHOPPING CENTER
BURBANK JR. HIGH
1:00
NEVIN PLATTS JR. HIGH
1:15
TABLE MESA
1:25
HARLOW PLATTS
1:15

FOR MORE
INFORMATION
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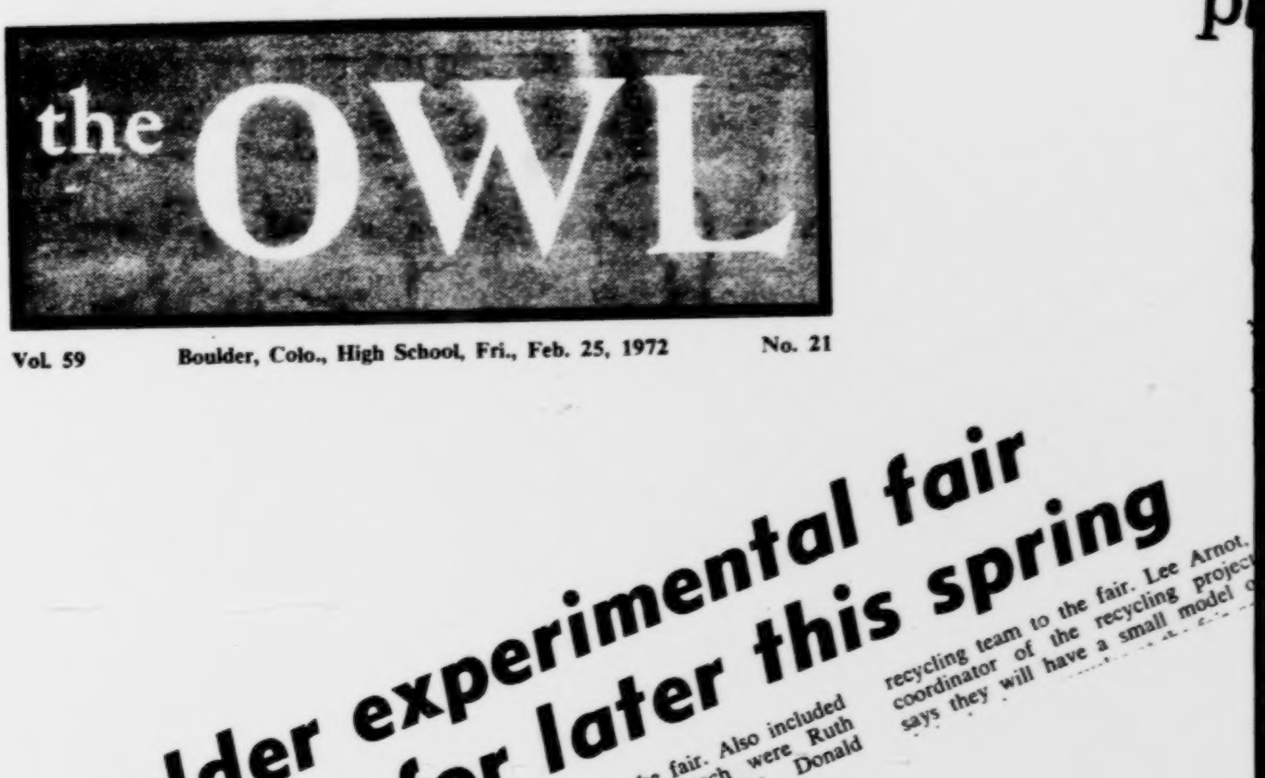
444-4866

PARADE
PROGRAM at the

Sunday, MAY 14

Sponsored by Boulder Experiments and
PLAN Boulder County



the OWL

Vol. 59 Boulder, Colo., High School, Fri., Feb. 25, 1972 No. 21

Boulder experimental fair planned for later this spring

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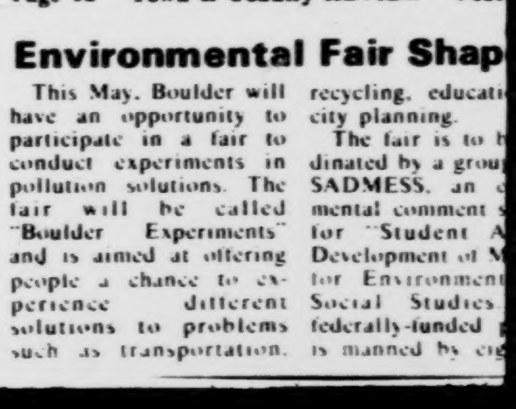
We started early on publicity. Our first efforts were a couple of newspaper articles--very general and fuzzy--describing what we had in mind and our presentations to citizen and school groups, described in the section on community mobilization.



Page 12 Town & Country REVIEW Febr

Environmental Fair Shap

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123

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Page 12 Town & Country REVIEW February 2, 1972

Environmental Fair Shapes Up

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The fair is to be coordinated by a group called SADMESS, an environmental comment standing for "Student Assisted Development of Materials for Environmental and Social Studies." The federally-funded program is manned by eight high school students, with five working actively on the fair: Jon Rassmosen, Allan Heltzel, Karen Wiley, Steve McElroy and ~~Suzanne Bank~~

The group has garnered an impressive array of official support for the fair to be held May 14 through 16. Several City Coun-

See Page 13

VOL. 1 **UNITY** NO. 1

RIL 1972

The really big push on publicity didn't get off the ground until after the meetings with the Downtown Businessmen's Association. Once we had their approval, we felt we could move full steam ahead.

HAPPENINGS

BOULDER EXPERIMENTS

The only problem was, nobody had enough time to handle the wide-ranging field of publicity. Vicki Wendt and Debbie Bass helped out a lot by contacting newspapers and and radio stations and making posters for distribution around town. And Ralph Segman and Kathy Miller, both professional journalists, gave us advice on strategies and channels to use. But they didn't have enough time to take on the job of coordinating the whole publicity show.

ANYONE intere
interesting things
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Boulder Experiment

BOULDER EXPER
scheduled for the
and all day on the
major focus is environmental, but there are also lots of cultural and fun things happening. To limit the use of cars, there will be extra buses running on different routes about every fifteen minutes. The fair will be held in the proposed "superblock" area from Broadway to Fifteenth between Canyon and Spruce Sts. Other things will be going on in the grassy area near the Public Library, and in Central Park.

TO FIND OUT more about the fair anc
you can do, or to volunteer special tale
or random energy, call us or drop in at
office. We are located at 855 Broadway a
phone number is 443-1370, or, if busy, c
443-22[illegible] x 8155. Open 8-5 Mon. thru Fri.

Janev Brunton

Thursday
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Soooo.....we nabbed one of the ERIC/ChESS st
Sharon Ervin, the world's greatest saleswoma
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Janey Brunton

Thursday, April 27, 1972 BOULDER DAILY CAMERA 17

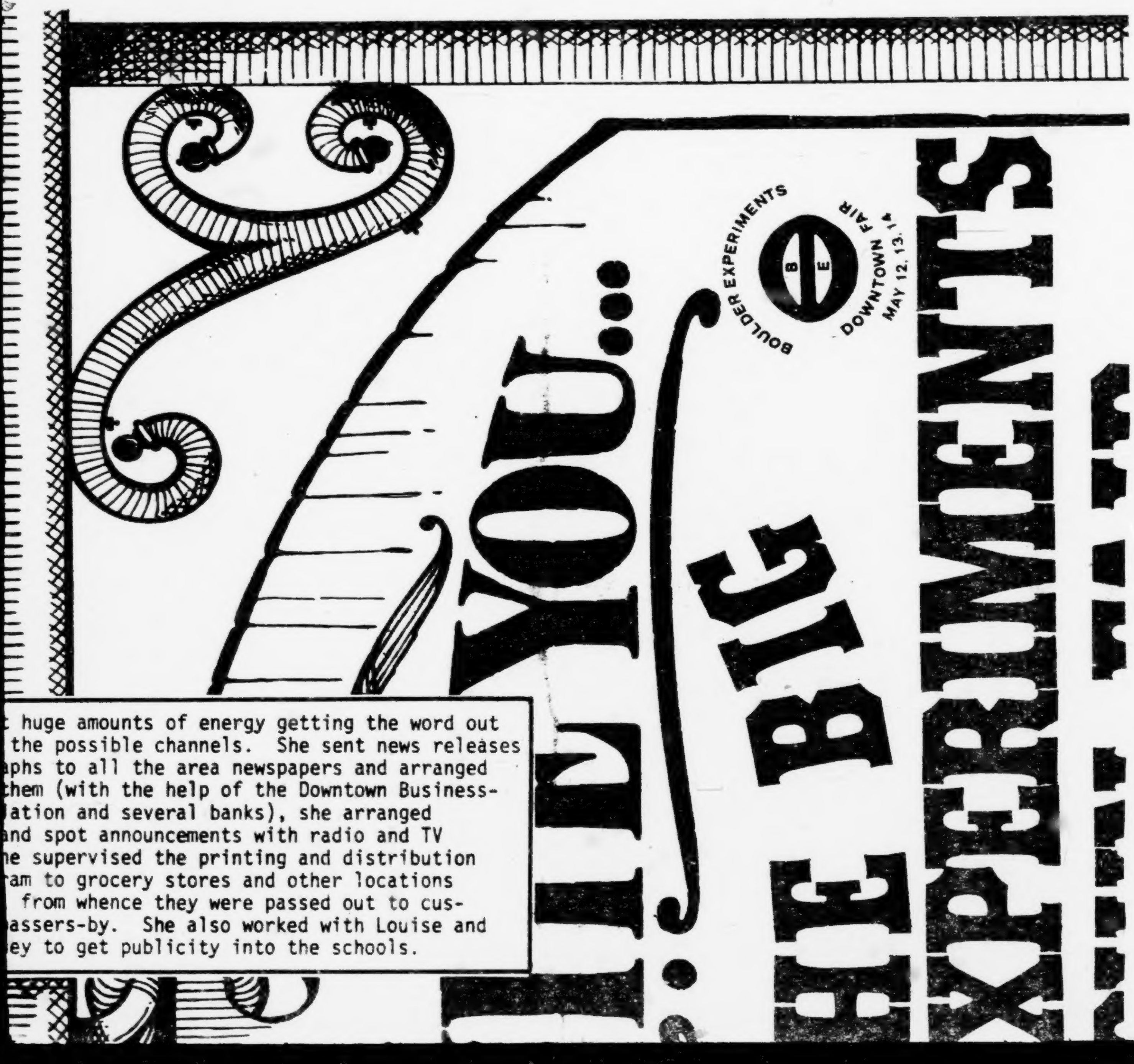
periments' Environment
e Exhibits, Demonstrations, Ga

Soooo.....we nabbed one of the ERIC/ChESS staff members, Sharon Ervin, the world's greatest saleswoman. Sharon know a lot about publicity and also had a lot of contacts with area newspapers. She was ideal for the job.

YOU...
BIG
BOULDER EXPERIMENTS

Thursday, May 11, 1972 BOULDER DAILY CAMERA 9

Sharon spent huge amounts of energy getting the word out through all the possible channels. She sent news releases and photographs to all the area newspapers and arranged for ads in them (with the help of the Downtown Businessmen's Association and several banks), she arranged interviews and spot announcements with radio and TV stations, she supervised the printing and distribution of the program to grocery stores and other locations around town, from whence they were passed out to customers and passers-by. She also worked with Louise and Lucy and Janey to get publicity into the schools.


YOU...
BIG
EXPERIMENTS
BOULDER EXPERIMENTS
B E
DOWNTOWN FAIR
MAY 12, 13, 14

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Demonstrator Carried Off

?olice in gas masks carry off a demonstrator after he refused to move when tear gas ›mbs were thrown to break up the blockcade at Baseline and the Turnpike en- ınce.

Environmental Fair May 13-14

Boulder Experiments Proposes Eco Alternatives

This weekend will be the :umulation of several ›nths of planning for an ›eriment in ecological ternatives for the ›ulder Valley. It will :e the form of a fair lled Boulder Ex- riments and will involve ›re than 115 groups, ganizations and in- viduals. Most of the ac- ities will take place on turday, May 13 and Sun- y, May 14, with a few ısical send-offs Friday ening.

A collection of country ıd western, classical ano, folk singing and ues will begin the stivities of the fair ·iday at 6:30 p.m. to):30 p.m. in the bandshell Central Park will perform with pan- tomine and dance. There will also be a jam session on the courthouse lawn starting at 5 p.m.

Beginning at 10 a.m. on Saturday, Pearl from Broadway to 14th will b closed and 13th St. fro Spruce to Walnut. Th area will form the mall the fair with additional tivities in the park and

See Page 30

*Increased Bus Services Offered For F

One obvious but con- tinually neglected solution to the transportation crisis is the common, ordinary, everyday bus. Organizers of the Boulder Ex- periments Fair, the Public Service and the School Board have combined ef- forts to make available the most complete bus routing service ever offered the Boulder community.

The buses will stop at 38 designated pick-up points ever 15 minutes. Riders on a.m. and 6 p.m. on day, May 13 and ' May 14.

Along Broadway, going into the downtown central area from the south will stop at Community Hospital, Portland, Max- well, Mapleton, Spruce and

See Page 44

Anti Viet Na Disrupt Boul

Anti-war demonstrations continued in Boulder Tuesday evening and several hundred young people marching down 28th Street toward Baseline were dispersed with tear gas as police at- tempted to keep the mar- chers from again blockading the bridge to the Turnpike.

At 7 p.m. Tuesday, demonstrators were in the middle of Broadway and Canyon and strung out down Canyon toward 28th Street. Police diverted traf- fic and didn't hinder the marchers.

group

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continue indefinitely and nece

the police w move the pro

Municipal continued throughout t some offices i Courthouse and employee

"Irate citiz the City Ma with calls th day on Tuesd to an ad spokesmen. calls urge Manager to whatever necessary to demonstrati criticized Police Chief efforts to stratio

During the last week before
"saturate" the news services
publicity. Maggie Banman ran
the overall fair and on speci
fair in the Boulder Daily Came
covered the coming fair thoroug
and Country Review in the pre-f
KLMO, and KDEN, local radio sta
Boulder Experiments.

Unfortunately, much of this cover
lost in the overwhelming competiti
war riots in Boulder and Denver,
had called a press conference for t
before the fair, and were hoping to
of publicity from this. Only one re
everyone else was busy covering the

Anti Viet Nam Protests Disrupt Boulder Streets

nstrator Carried Off

ff a demonstrator after he refused to move when tear gas
k up the blockcade at Baseline and the Turnpike en-

Anti-war demonstrations continued in Boulder Tuesday evening and several hundred young people marching down 28th Street toward Baseline were dispersed with tear gas as police attempted to keep the marchers from again blockading the bridge to the Turnpike.

At 7 p.m. Tuesday, demonstrators were in the middle of Broadway and Canyon and strung out down Canyon toward 28th Street. Police diverted traffic and didn't hinder the marchers.

group

the police would have to move the protesters out.

Municipal employees continued to work throughout the day but some offices in the County Courthouse were closed and employees sent home.

"Irate citizens" flooded the City Manager's office with calls throughout the day on Tuesday, according to an administration spokesmen. Most of the calls urged the City Manager to move in with whatever force was necessary to break up the demonstrations and criticized Tedesco and Police Chief Don Vendel's efforts to control the strations calmly.

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he felt the bloc
streets to traffic could no
continue indefinitely and nece

Mayor McLean's Statement

(Following is
statement issued Tues
by Boulder Mayor Rich
McLean, concerning
anti-war demonstrati
which blocked streets a
brought property destr
tion.)

I can readily underst
the high feelings of th
who are opposed to
President's recent actio
am appalled by that mys
But those who react
violent and illegal a
should be even more
palled at themselves. Th
are hypocrites. They
following the same cour
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The way to expre
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Page 36

ental Fair May 13-14

ments Proposes Eco Alternatives

will perform with pantomine and dance. There will also be a jam session on the courthouse lawn starting at 5 p.m.

Beginning at 10 a.m. on Saturday, Pearl from Broadway to 14th will b closed and 13th St. fro Spruce to Walnut. Th area will form the mall the fair with additional tivities in the park and

See Page 30

Increased Bus Services Offered For F

One obvious but continually neglected solution to the transportation crisis is the common, ordinary, everyday bus. Organizers of the Boulder Experiments Fair, the Public Service and the School Board have combined efforts to make available the most complete bus routing service ever offered the Boulder community.

The buses will stop at 38 designated pick-up points ver 15 minutes. Riders on

a.m. and 6 p.m. on day, May 13 and May 14.

Along Broadway, going into the downtown central area from the south will stop at Community Hospital, Portland, Maxwell, Mapleton, Spruce and

See Page 44

During the last week before the fair, we attempted to "saturate" the news services with Boulder Experiments publicity. Maggie Banman ran a number of stories on the overall fair and on specific activities at the fair in the Boulder Daily Camera. Kathy Miller also covered the coming fair thoroughly in the weekly Town and Country Review in the pre-fair issue. And KBOL, KLMO, and KDEN, local radio stations, ran spots on Boulder Experiments.

Unfortunately, much of this coverage may have gotten lost in the overwhelming competition from the anti-war riots in Boulder and Denver, For instance, we had called a press conference for the Thursday before the fair, and were hoping to get a last burst of publicity from this. Only one reporter showed up--everyone else was busy covering the demonstrations!

Boulder Experiment Fair To Explore Environment

By MARGARET BANMAN
Daily Camera Staff

Many young organizers of this weekend's Boulder Experiments environmental fair are committed to the idea of a Superblock area downtown because in the process of planning their unusual curriculum project, they discovered there is no free or public space in the city.

Possible uses of land to be purchased in the core area under a bond issue vote June 6 will be shown in several exhibits. The whole mall area will represent Boulder Tomorrow's Superblock concept. Traffic will be blocked off to promote interaction between people — to make fair-goers aware of their social environment.

Plan For Future

It is possible that after the eight high school students in the Social Science Educational Consortium's SADMESS (Student Assisted Development of Materials on the Environment and Social Studies) project compile results of the fair, similar activities will be undertaken all across the country. They hope that records of their planning and reactions from the public — when published in book form — will help other students find new ways to explore both social and physical environments. That's

Another big project connected with the fair is trash recycling. Citizens are asked to bring trash to several recycling centers on Saturday and Sunday, where the National Guard and fair volunteers will be on duty to collect it. Centers will be at Table Mesa Shopping Center, at Thunderbird Shopping Center, at the YMCA (28th and Mapleton), at the University Ecocenter Recycling Center (Parking Lot G, north end of stadium), at the former Dionysis Coffee House (Arapahoe and Broadway), and at Foothill Elementary (parking lot, 1001 Hawthorn Ave.) Doners are asked to separate different kinds of recyclable materials and to tie paper products into bundles.

One student, Waverly Scott, said he walked through the downtown area early in the mornings to get his photos of building remodeling and parking lot construction. Another group planned a puppet show to illustrate problems in public education and alternatives to them, and a fifth group drew what they consider to be ideal plans for Boulder.

Mrs. Metcalf's class is an experimental one, being piloted in 10 Denver area schools, including Fairview High, under a grant from the U. S. Office of Education. She is helping to write a text for the program, in conjunction with others in the project. Mrs. Metcalf says the students have used poetry, music, drama, art, and historical literature in their study which she says should help them "adapt to the urban environment and make it

may be rescheduled this summer.

Student Marshals

Students have been asked to volunteer as marshals, those from fourth grade through junior high helping with clean-up and those of high school age to help supervise the fairgrounds.

Janey Brunton, a Fairview High member of "SADMESS", has supervised volunteer meetings every week but says she's disappointed that more people haven't offered to help with fair projects. Late this week, more were still needed to help set up and take down exhibits and to man recycling centers. Those who have offered, though, she says, are really good workers.

Bus Loans

Jon Rasmussen, also a Fairview "SADMESS" member, was surprised that the school district was willing to loan buses and that school bus drivers would volunteer to help transport fairgoers free of

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With the Boulder Valley school district co-sponsoring both the "SADMESS" project (students get social studies credit) and the fair, there will be much emphasis on public education about experiments affecting the total environment. There will also be presentations specifically about education — at the public forum in front of Fred's Steak House and at other mall locations where school children of all ages have set up booths.

Another big project connected with the fair is trash recycling. Citizens are asked to bring trash to several recycling centers on Saturday and Sunday, where the National Guard and fair volunteers will be on duty to collect it. Centers will be at Table Mesa Shopping Center, at Thunderbird Shopping Center, at the YMCA (28th and Mapleton), at the University Ecocenter Recycling Center (Parking Lot G, north end of stadium), at the former Dionysis Coffee House (Arapahoe and Broadway), and at Foothill Elementary (parking lot, 1001 Hawthorn Ave.) Doners are asked to separate different kinds of recyclable materials and to tie paper products into bundles.

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Boulder from a
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community," he said.

Extra Bus Service Set For Downtown Fair

Transportation has been a major environmental concern, and planners of this weekend's "Boulder Experiments" fair hope to encourage mass transit by providing increased bus service to downtown activities.

Fair-goers may ride Boulder Valley School buses, driven by volunteer school bus drivers, at no charge. Or they jay catch a ride on a Boulder city bus. Buses will stop every 15 minutes, between 9 a.m. and 6 p.m., at many locations i

city both Saturday

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Boulder Experimen

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Parking Space

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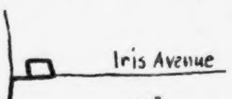

From Steve Hodes' reflections on the fair:

Though we did have publicity everything was advertised together. The programs listed what looked to be hundreds to things. Our newspaper stories were massive lists that people would have to pore through. There wasn't much publicity that was for specific items. We needed just small boxes saying, "AND THERE WILL BE AUTO REPAIR AT BOULDER EXPERIMENTS TODAY" and there will be "ECO INFORMATION AT B.E. FAIR". Maybe that was impractical because of the size of the fair. Maybe the only way you could get publicity for the fair was in a mass, but I think that it really hurt, because people were coming to the fair as a whole and not to see any individual project. We really hadn't talked at all in the publicity about the themes of the fair. We mentioned the general idea of experimenting, but we didn't give people clear ideas of the kinds of experiments we were trying to do and why. I think that looseness on our part, came from confusion about carrying out environmental experiments and wanting to have an enjoyable street fair.

*THE DENV

Fri

Recycling Centers Set U

Because they feel facilities for recycling in Boulder are inadequate to serve the entire phone (443-1370) for pick-up. National Guard trucks will pick up materials from the centers, used to help fund "B Experiments," if federal from the U. S. O

Bike Rally Set May 14

LDER DAILY CAMERA Friday, May 12, 1972

xtra Bus Service Set For Downtown Fair

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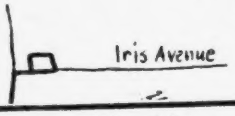
Boulder Experimental Fair to test aspects of citie's life



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Bike Rally Set May 14

*THE DENVER POST Friday, May 12, 1972 45

Mall Fair Scheduled In Boulder

Denver Post Boulder Correspondent

BOULDER—Portions of Pearl Street and 13th Street downtown will be turned into a mall Saturday and Sunday for a community environmental fair called "Boulder Experiments."

The fair has been planned by high school and college students and supported by more than 100 environmental and civic groups and will be open from 10 a.m. to sundown Saturday and 10 a.m. to 5 p.m. Sunday.

recycling

Recycling was another major content area of the fair which we wanted to emphasize, even though none of us knew a lot about it other than what we'd read in the papers.

One day in January (or was it February?) a total stranger wandered into the Boulder Experiments office and said he had come to volunteer to work on recycling. He'd even be willing to wpend a lot of time on it and coordinate the whole thing! In spite of our utter amazement--a real live volunteer out of the blue!--we were quick to accept his offer.

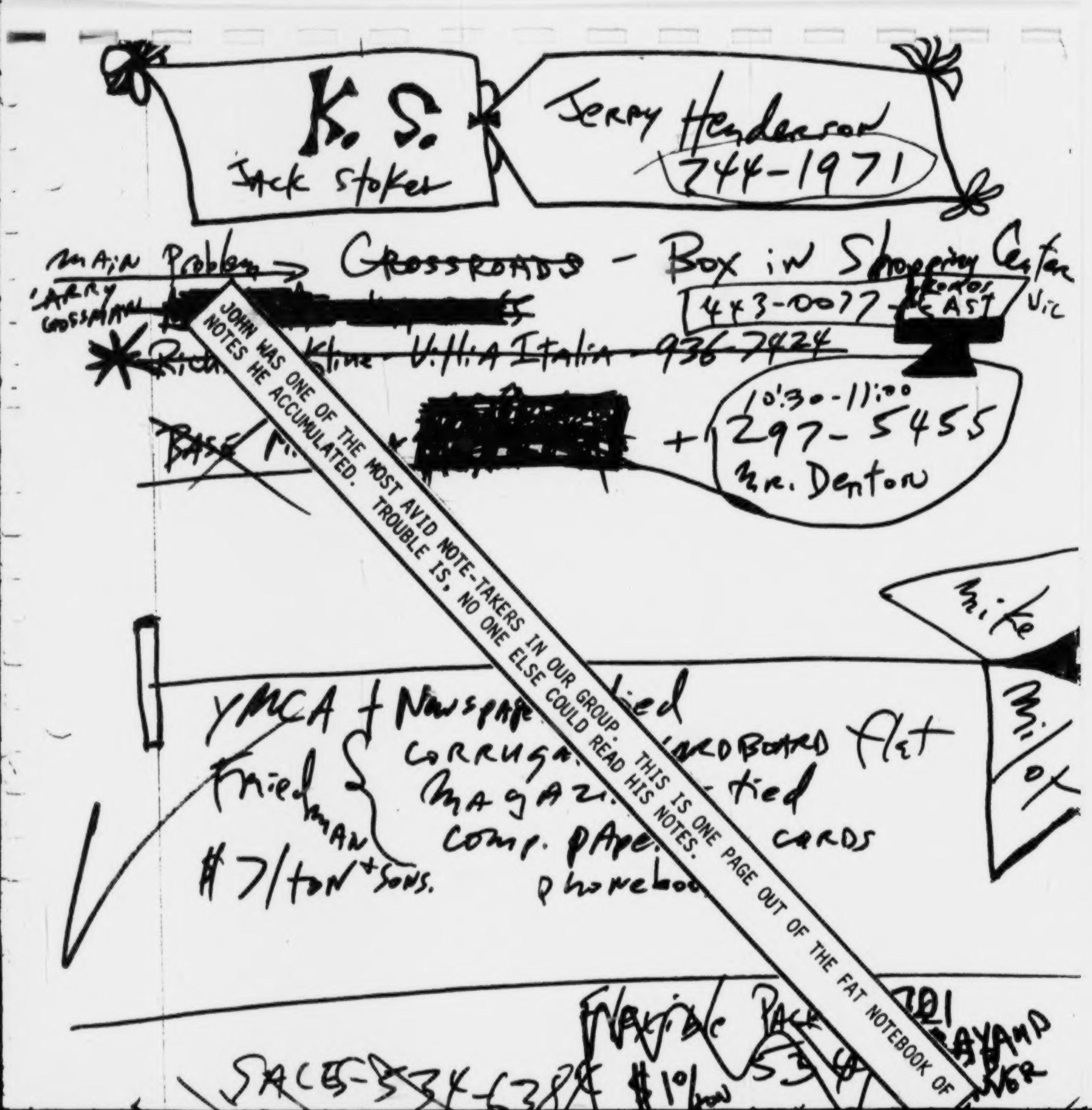
John Rifkin was a freaky looking mathematician who had worked for several months on a Buckminister Fuller project at Southern Illinois University. He was very interested in energy and resource problems and thus was well suited to fill in our recycling knowledge gap.

John got right down to work. In fact, he was such a hard worker that we began to take advantage of him--asked him to help out here and there more and more, until he hardly had enough time to spend on Recycling.

That was probably a mistake, because the Recycling area did not develop as fully as we had hoped. John's plans were to

--collect a variety of recyclable products--from paper to metal to glass
--conduct several pre-fair recycling drives to get people "into the habit"
--arrange recycling collection points not only at the fair site during
  the fair, but at numerous other sites around town
--conduct a special house-to-house trash pick-up service covering the
  whole city during the fair
--arrange with several local recycling companies to handle the various
  kinds of trash we collected
--set up an ongoing program to continue after the fair

Because we diverted John's attention to so many other things, and because setting up a massive recycling program is a VERY BIG JOB, we didn't hit out targets. John was able to set up recycling collection points at several locations in Boulder, as well as a central collection point at the Dionysus Cafe next to the fair site. And he was able to arrange for a couple of local businesses to handle the recycling of some of the trash collected--but not all of it. In addition, he was able to set up a couple of educational exhibits on recycling for the fair.



K. S.
Jack Stoker

Jerry Henderson
744-1971

Main Problem → ~~Crossroads~~ - Box in Shopping Center

~~Larry Gossman [redacted]~~

443-0077 - ~~Koros~~ East Vic

~~Rich Kline - Villa Italia - 936-7424~~

~~Base~~ [redacted] + 10:30-11:00
297-5455
Mr. Denton

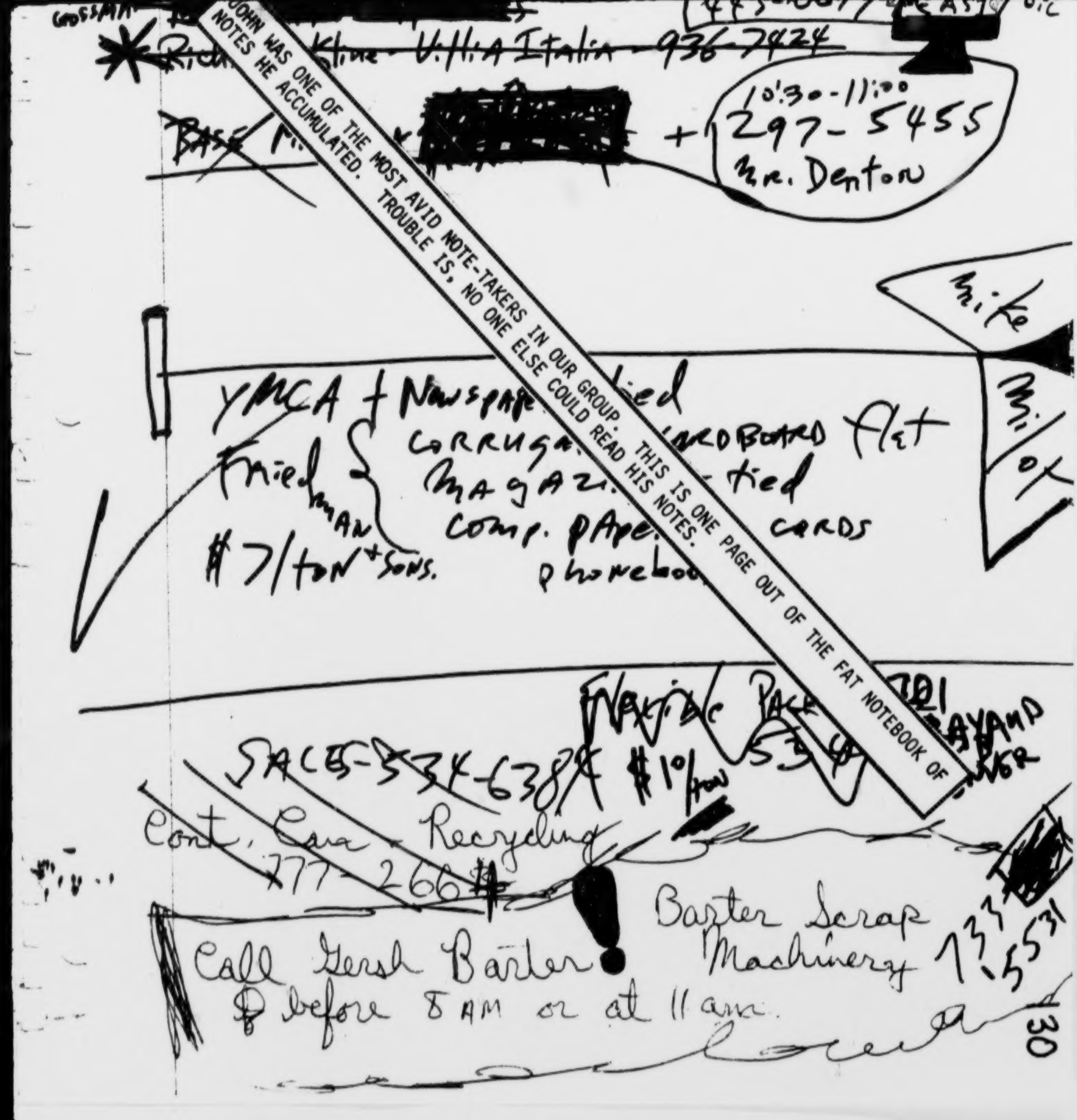
Mike
Mi/ox

YMCA + Newspaper tied
Corrugated cardboard flat
Magazines tied
Comp. paper cards
phonebooks

Friedman + Sons
#7/ton

Flexible Pack
Sales-534-6388 $1/ton
Bayard

JOHN WAS ONE OF THE MOST AVID NOTE-TAKERS IN OUR GROUP. THIS IS ONE PAGE OUT OF THE FAT NOTEBOOK OF NOTES HE ACCUMULATED. TROUBLE IS, NO ONE ELSE COULD READ HIS NOTES.



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GOSSMAN [redacted]

~~Ri Kline - Villa Italia - 936-7424~~

~~BASE~~ M x [redacted] + 10:30-11:00 297-5455 Mr. Denton

Mike

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YMCA + Newspaper tied

Friedman + Sons { CORRUGA CARDBOARD flat

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COMP. PAPE CARDS

phonebook

#7/ton

Waxed Pack 301 AYAND NGR

SACES-534-6384 $10/ton 53

~~Cont. Cara - Recycling 777-266~~

Call Gersh Baxter! before 8 AM or at 11 am.

Baxter Scrap Machinery 733-5531

[redacted]

30

SS
EC

Social Science Education Consortium, Inc.
Educational Resources Center, • 443-2211 Ext 8155 • 855 Broadway • Boulder, Colorado 80302

4/6/72

Dear MS. Sheppard:

I am writing to request the use of the Dionysius Coffee House (at present, I believe, inoperative) for use by the Boulder Experiments group. We would use if for the following purposes, and would be through with it by the end of the fair, Sunday, May 14. (our first use of the

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I would like to be able to grant this request, with a contract requiring them to have everything out and the building cleaned up by May 15—
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To Melba Melba

OK

Ted Tedesco

W. W. STEVENS, JR., ASSOCIATE DIRECTOR

CONTRACT

Between: Social Science Education Consortium, and
City of Boulder through the Youth Service Bureau

The City of Boulder hereby grants permission to the above mentioned group for the use of the City owned facility at 1705 Broadway for the three days of May 12 thru May 14, 1972.

It is understood that this facility will be used only for activities related to the Boulder Experimental Fair. Access to the building prior to the stated weekend is permitted as necessary.

The facility, the furniture, and the equipment are pro
the City of Boulder; the above named group is responsi
property through May 15. The above named group agrees
the physical condition of the building and to have it
clean by May 15, 1972,

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Supervisor,

Executive

May 16 - Call from Melba
hasn't been cle
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Connie tries ur
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Supervisor,

Executive

May 16 - Call from Melba Sheppard: Dionysus hasn't been cleaned up and key returned to city. Connie says she will contact John and find out what the mix-up is.

Connie tries unsuccessfully to reach John. Then tries to find someone else on staff who knows enough to take care of it. No luck.

May 17 - Same story.

May 18 and on - Same story.

June 1 - FINALLY, Dionysus is cleared out. But no one can find the key to return to the city!

August 7 - Bev finds Dionysus key attached to note in desk asking her to give it to a girl she was unable to reach in June. Connie returns key to Melba Sheppard.

Needless to say, the city people weren't too happy with us!!!

Another major area of the fair was called EDUCATION. (This was not to be confused with SCHOOL COORDINATION, which dealt with getting the teachers and students and administrators in the schools in Boulder involved in the fair.)

The Education area focused on getting "educational" activities like mini-courses and apprenticeship networks for the fair. Steve Hodes, like John Rifkin, one of those wonderful VOLUNTEERS out of the blue, was one of the most enthusiastic idea-men we've ever encountered. Steve was just BUBBLING OVER with millions of ideas ALL THE TIME. (In fact, his stream of suggestions was so constant that we sometimes asked him to STOP having ideas and just get busy making sure the ones he'd already had materialized!)

Steve envisioned all manner of mini-courses at the fair--car repair, bicycle repair, organic food cooking, crafts, all kinds of things. Also, he worked on setting up an apprenticeship network for the Boulder area which would hook up people who wanted to learn specific skills with people who were willing to teach them. He worked with the Community Free School and Elise Boulding on this, hoping to make the network an ongoing project to continue after the fair. In addition to the mini-courses and the network, Steve arranged a number of just generally informational booths and exhibits.

Steve's idea was to help people become more conscious of their own potential for effectiveness. He was saying, "Look, you yourself are capable of doing many of the things necessary to getting along in everyday life. You don't have to depend on a mechanic to repair little malfunctions in your car, if you don't want to. You don't have to put up with unhealthful store-bought food, if you don't want to. You have POWER, in your skills!" He wanted to "empower" people.

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I had been reading Illych and he talked a lot about the need for information networks so there would be a way for people with similar interests to find each other. Then people could learn skills from other people with those skills. I had hoped to set up an educational network both at the fair and to get such a directory started for Boulder.

I was also very interested in political education. I invited people like the Institute for Non-Violence from Denver to do something on alternatives and got a copy of NARMIC's slide show, "The Automated Air War," from the American Friends Service Committee.

--Steve Hodes

The one thing that was really exciting was the high school students, with the help of the Grainery, learned how to bake organic whole wheat bread. They made about five hundred loaves of bread and sandwiches and sold them at the fair. A high school person named Dixie Draper was in charge of baking the bread. She was very excited about the size of the project, but she was appalled about taking responsibility for it. It was really delightful to watch her work but it was kind of scary because occasionally she was on the edge of panic. She ended up taking all the responsibility for baking the 500 loaves and rounding up a place to do the baking.

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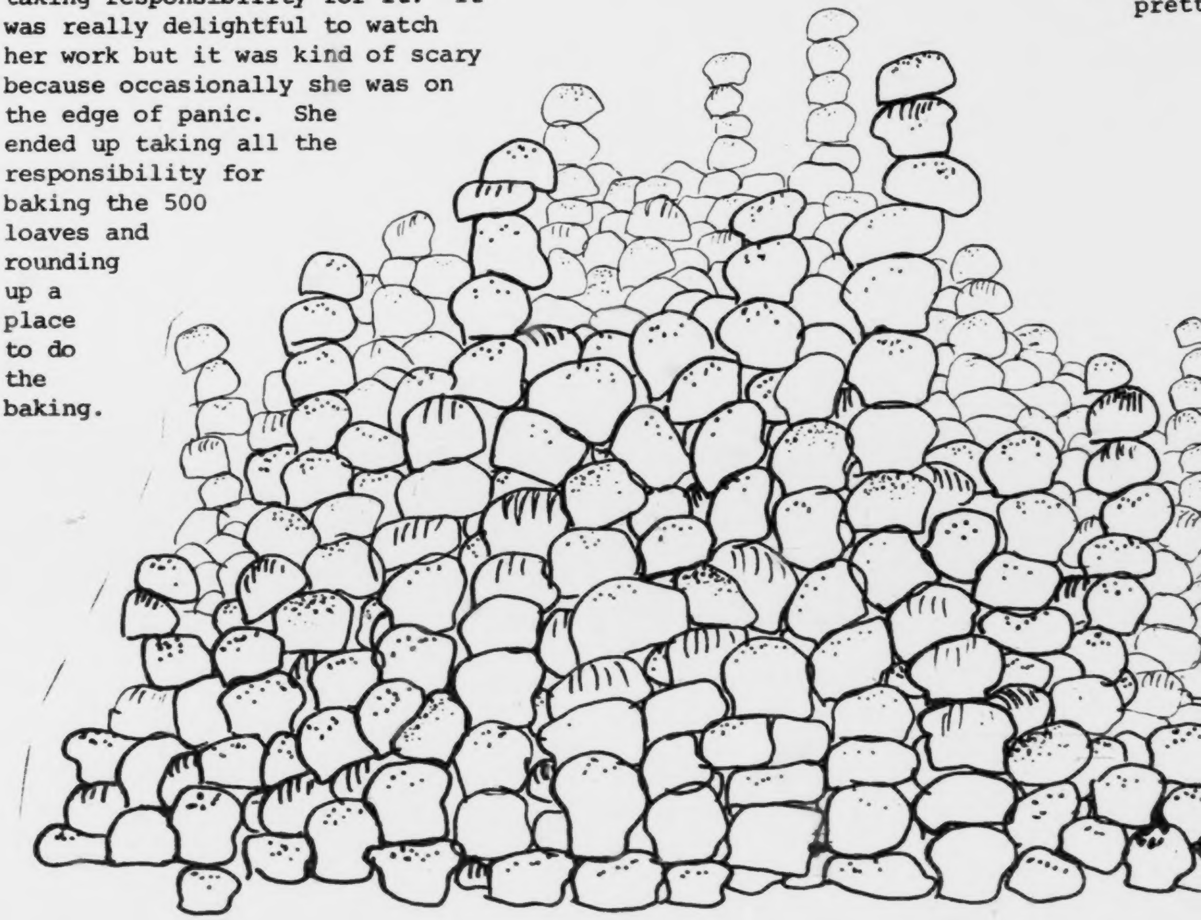

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undred loaves of bread
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was appalled about
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elightful to watch
it was kind of scary
sionally she was on
panic. She
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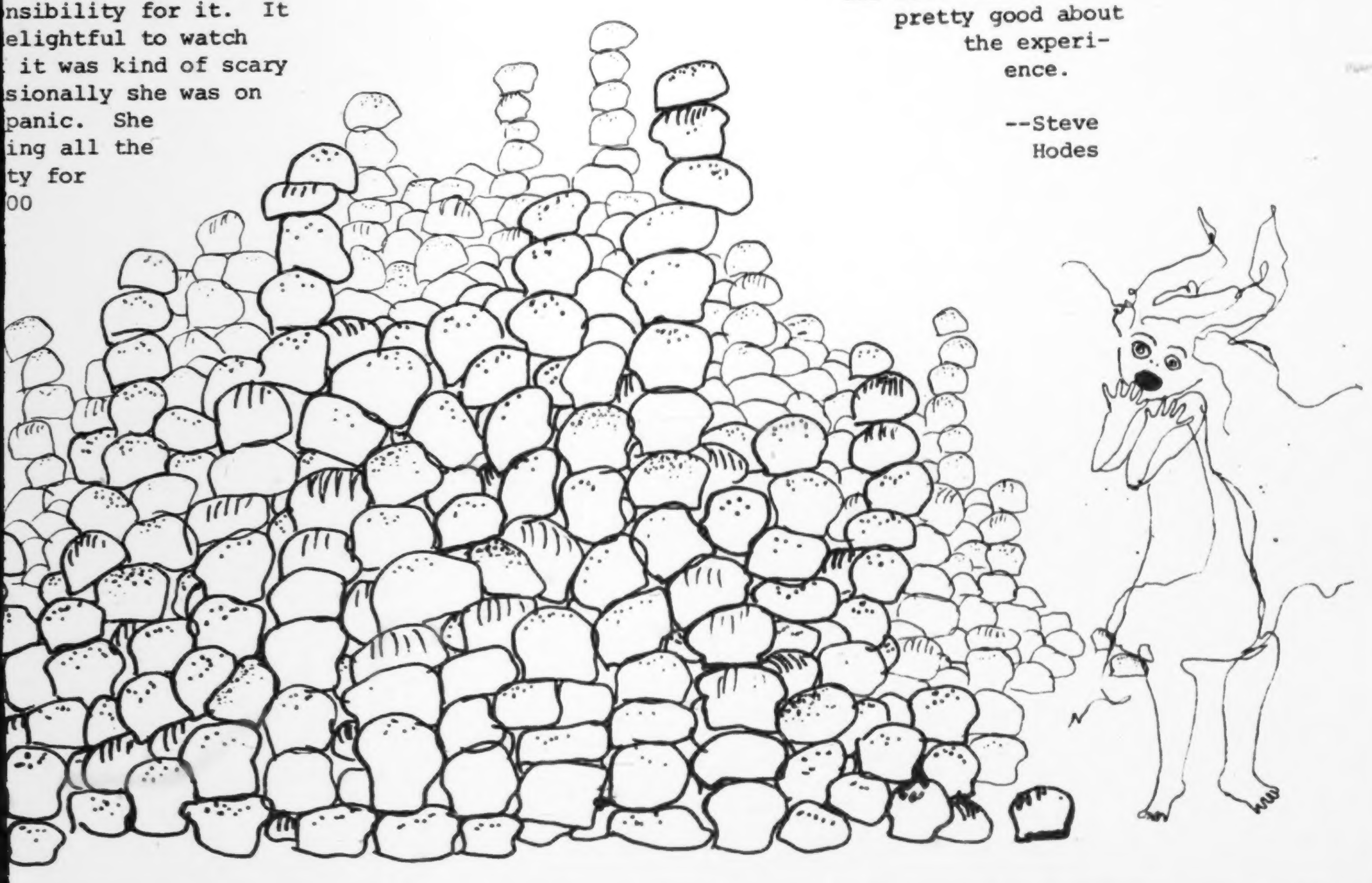
00

The whole continuous process, of learning how to bake bread from the start, baking it, and then selling it, was really a very valuable thing. The people who worked on it that I talked to since the fair still feel pretty good about the experience.

--Steve Hodes



Steve's attention got somewhat diverted from his main goal during the last week before the fair. Steve was, to put it mildly, a political radical. When the "Day of Crisis" hit, Steve's energies were consumed with the war protest.

> Things did not come off as planned. For example, the Instit
> of Non-Violence did a small information booth with literatur
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>
> -- Steve H.

One of the biggest complaints against the fair was the inclusion of too much anti-war activity. As you can see from Steve's statement above, the peace activities (which, by the way were originally intended to include both sides of the debate, but in the end didn't_ got in the way of a completely successful fair not only by offending many people who thought the topic not related to environmental problems, but also by diverting the attention of some of the staff members from completing their arrangements for our originally planned activities.

That's something we should have been more careful about--keeping a clear focus on our goals, even in times of crisis.

scho

LOUISE AND LUCY ON SCHOOL COORDINATION

The reasons the idea of working with the school originally appealed to us was that in the first session of brainstorming we attended, we came up with so many projects for schools to do that we could barely contain ourselves. Allan and Steve had done some of the basic groundowrk; they had written up school guidelines. Immediately Lucy and I knew that many of their ideas for school involvement were unreasonable, and it spurred us on into thinking of new ideas. Their ideas included these: kids might sell foods for class funds at the fair; route bus systems; write stories or poems about Boulder; build models of Boulder; do statistical reports on the computer; and many other dry activities which we were sure would not interest a flea. Also they were not for young kids.

We thought up our own ideas, mostly for elementary children and if all of them didn't get done it was probably because there were only two of us and there are 45 schools in Boulder. Although our ideas were potentially feasible and fun, they took organization and more than two people.

Sitting down that evening after the first meeting, we got tremendously excited because we thought how much it would add to the fair to have so many colorful little projects and we knew whatever elementary students did would be wonderful. I guess that is why we concentrated on art projects such as the posters, domes, banners, and decorative litter bags.

A little later we had lunch with the BE Advisory Board where we met the Superintendent of Schools, Pat Ryan. He set up an appointment for us. My idea was to have him send around a letter to all the principles saying that we were legitimate. He said that he would put a notice in the administrative bulletin.

SCHO
INVOLVE

school coordination

LUCY ON SCHOOL COORDINATION

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SCHOOL
INVOLVEMENT

We then talked to the social studies consultant Phil Cohen, who gave us names of g
teachers and was also very supportive and nice. He suggested we attend a meeting
Valley School consultants who knew all the teachers in their fields and advise the
This we did, all the time feeling more and more guilty about not actually getting
and getting commitments.

Ryan told us to talk to the principals before we went into classes to talk to the
up appointments with the principals. This got complicated because they always wa
staff meetings to talk to the teachers before we went to the classes, an event wh
on Fridays at 3:30 when we both had classes.

Still feeling panicky about not having definite commitments we decided we could no
or so public schools. So choosing them by number of good teachers, convenient loc
principals, we divided them up. Louise had Mapleton because she had gone to schoo
University Hill because she had gone there. We also chose Eisenhower Elementary,
teacher who expressed interest and it is a very new open-space school. Nevin Plat
newest and most progressive junior high in Boulder, was chosen as well as Misty Mo
because one of the BE volunteer's wives worked there.

We organized the recruiting in this way. We divided up the projects for schools,
with the teachers, told them about the fair, outlined what we would like them to d
information sheets and application forms. Many of them responded enthusiastically
word began to spread.

We gave the schools a choice of organizing their own activities or using ours. We
suggestions, but we would like it if you or the kids would develop your own ideas.
teachers clung to our ideas.

Uni Hill did a poster contest, and, using Triadome kits we gave them, constructed
domes. Misty Mountain also did a poster contest and constructed little domes. Ma
its own idea: a trash survey, which was displayed at the fair. We also gave them
them to decorate paper litter bags to use at the fair. Eisenhower Elementary did
little domes, and decorated litter bags. Columbine Elementary had a junk art disp
made into art--and we also gave them domes to decorate.

A few days before the fair we collected everything. The kids loved this part--the
elaborately decorated with construction paper, flags, wallpaper and plastic on the
the building. They had to be somehow dismantled and carried through numerous door
by shrieking hysterically excited kids, only to discover that they were not going
car we had. So, back up the stairs to an empty room. We were extremely frustrate
teachers were trying to get the kids to an assembly, and we were being disruptive

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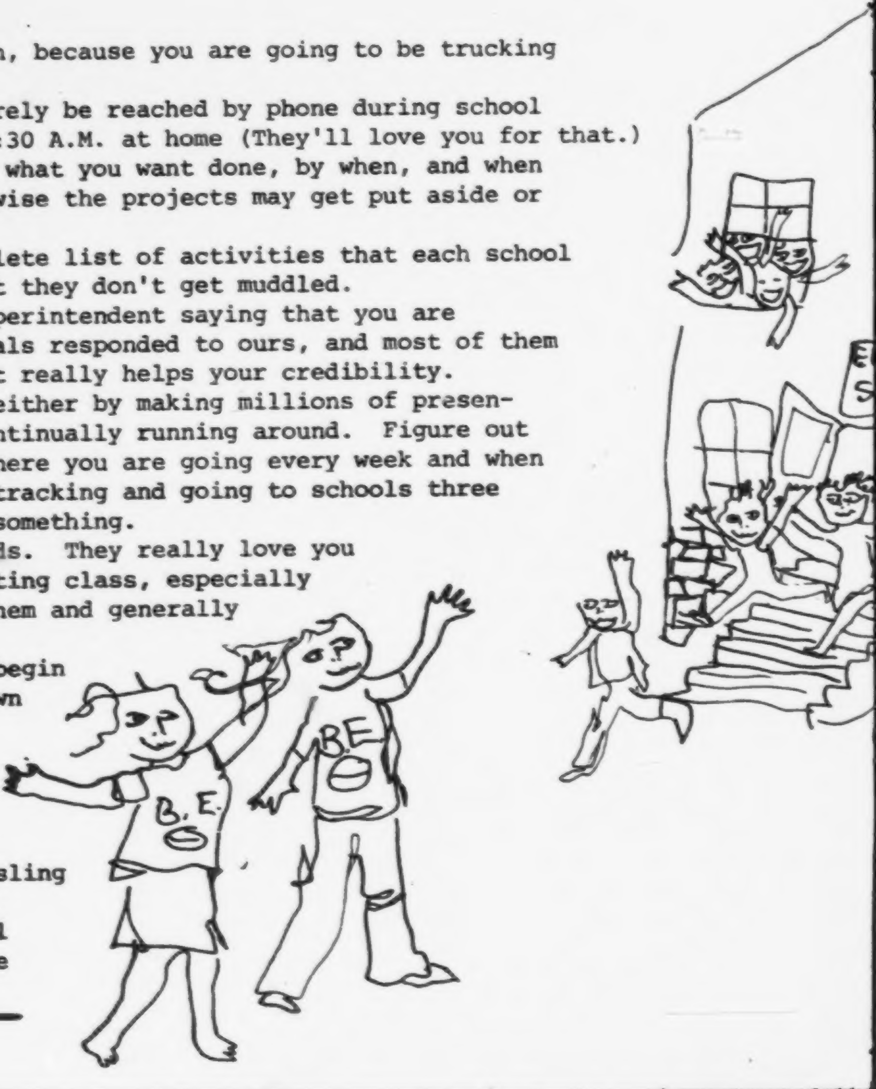
were trying to get the kids to an assembly, and we were being disruptive, as usual.

The poster contest was also fun and very rewarding. We ran it up at Uni Hill with the fifth- and fourth-grade classes, and also at Misty Mountain. The posters were lovely and we had green ribbons for all the children who did not win. BE Ecology Now, 1972 was printed on them. An utterly devastating grand prize ribbon and two lavish first prize ribbons were given. The grand prize winner also got a Boulder Experiments T-shirt.

There are some very important things to remember when you begin working with the schools:

1) Have ready transportation, because you are going to be trucking around a lot.
2) Teachers can never or rarely be reached by phone during school hours, so call them at 7:30 A.M. at home (They'll love you for that.)
3) Outline with the teacher what you want done, by when, and when you will want it. Otherwise the projects may get put aside or forgotten.
4) Make a separate and complete list of activities that each school or class is doing so that they don't get muddled.
5) Get a letter from the superintendent saying that you are legitimate. The principals responded to ours, and most of them offered full support. It really helps your credibility.
6) Don't wear yourself out either by making millions of presentations to classes or continually running around. Figure out a schedule so you know where you are going every week and when so that you are not backtracking and going to schools three times a week to collect something.
7) Don't worry about the kids. They really love you for coming in and disrupting class, especially if you sort of wink at them and generally love them.
8) It is very important to begin from the top and work down through the hierarchy, starting with the Superintendent going all the way down to the teachers. This way a lot of unnecessary hassling is avoided and you don't waste time trying to tell people, "well, yes we are legitimate.'



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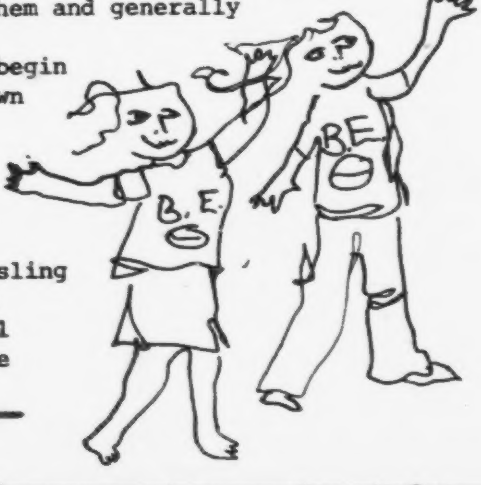
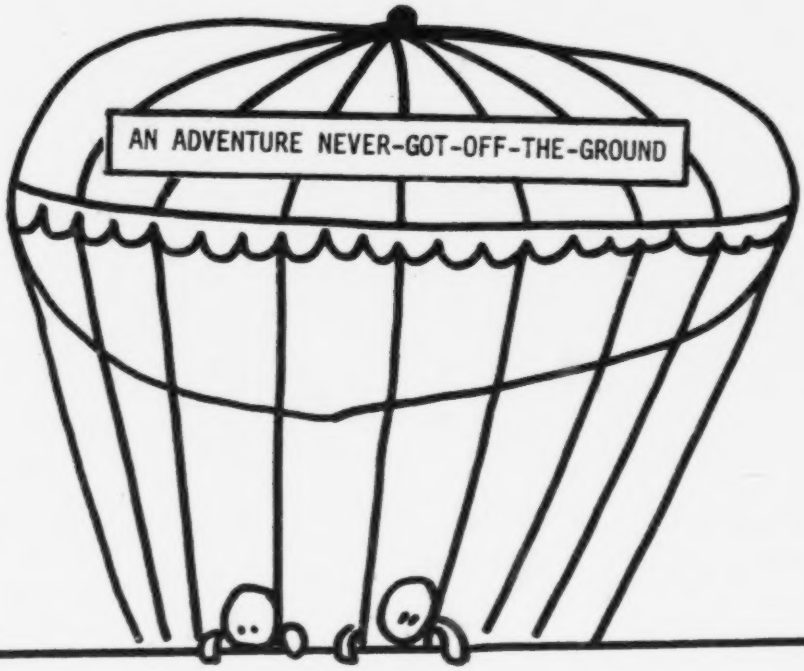
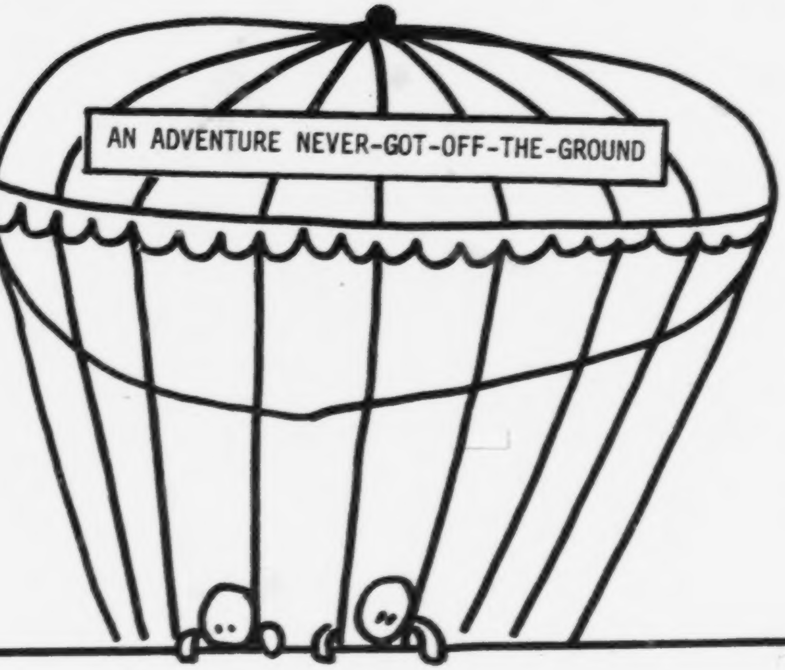
ELEMENTARY
SCHOOL





Adventure Playgrounds at Boulder Experiments
May 12, 13, 14

We are going to try to facilitate a modified Adventure Playground in connectio Boulder Experiments, an environmental fair that will be held downtown. The id Adventure Playground stems from the Scandinavian Playgrounds that emphasize th ation of junk materials that kids use to build their own structures. The most idea being that kids can manipulate their environment. We need HELP!!! ---- r people to supervise during the playground hours-----junk collectors to help be fair-----and TRUCKS. The following is part of a very elastic plan that some s from the environmental design school, who have built them, drew up.



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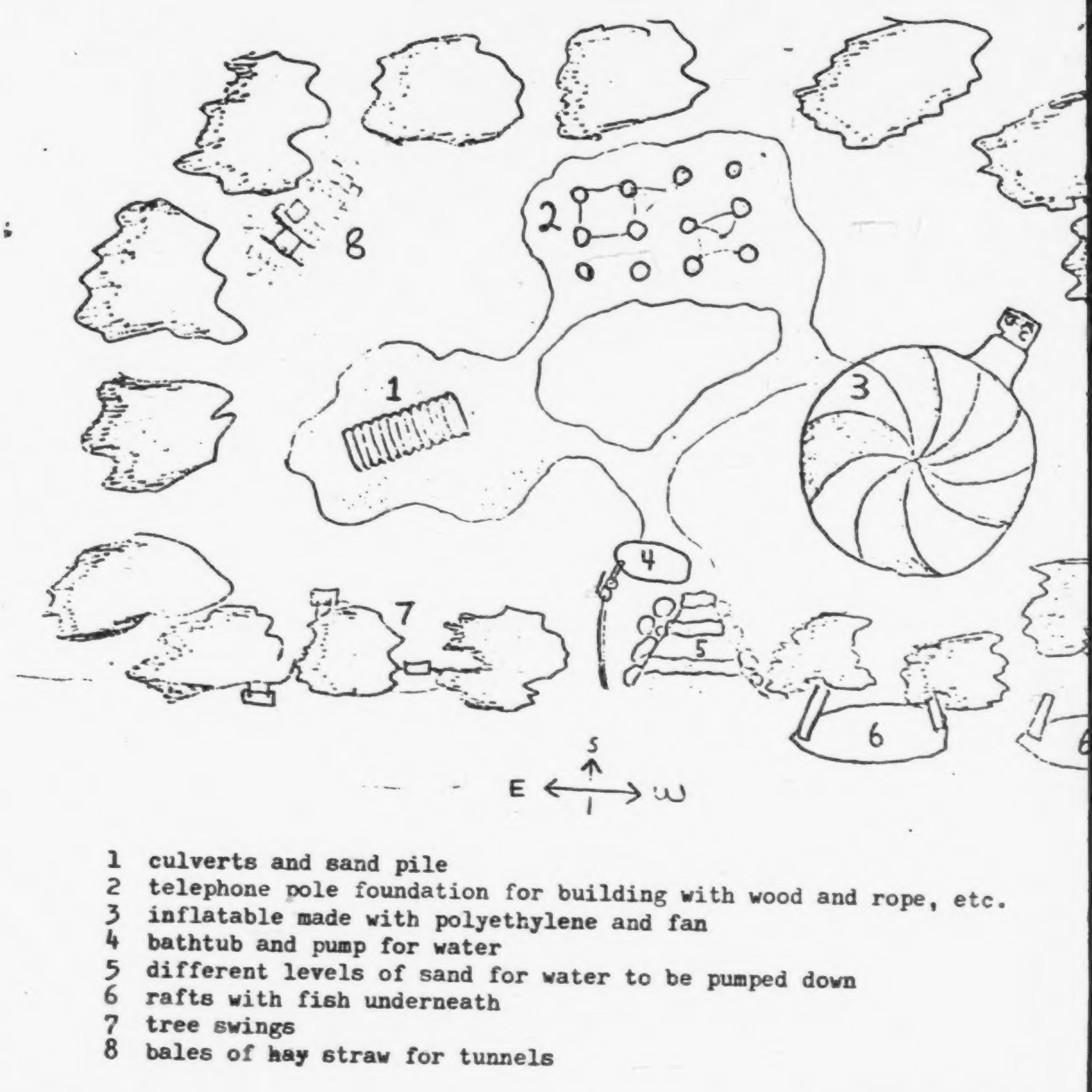
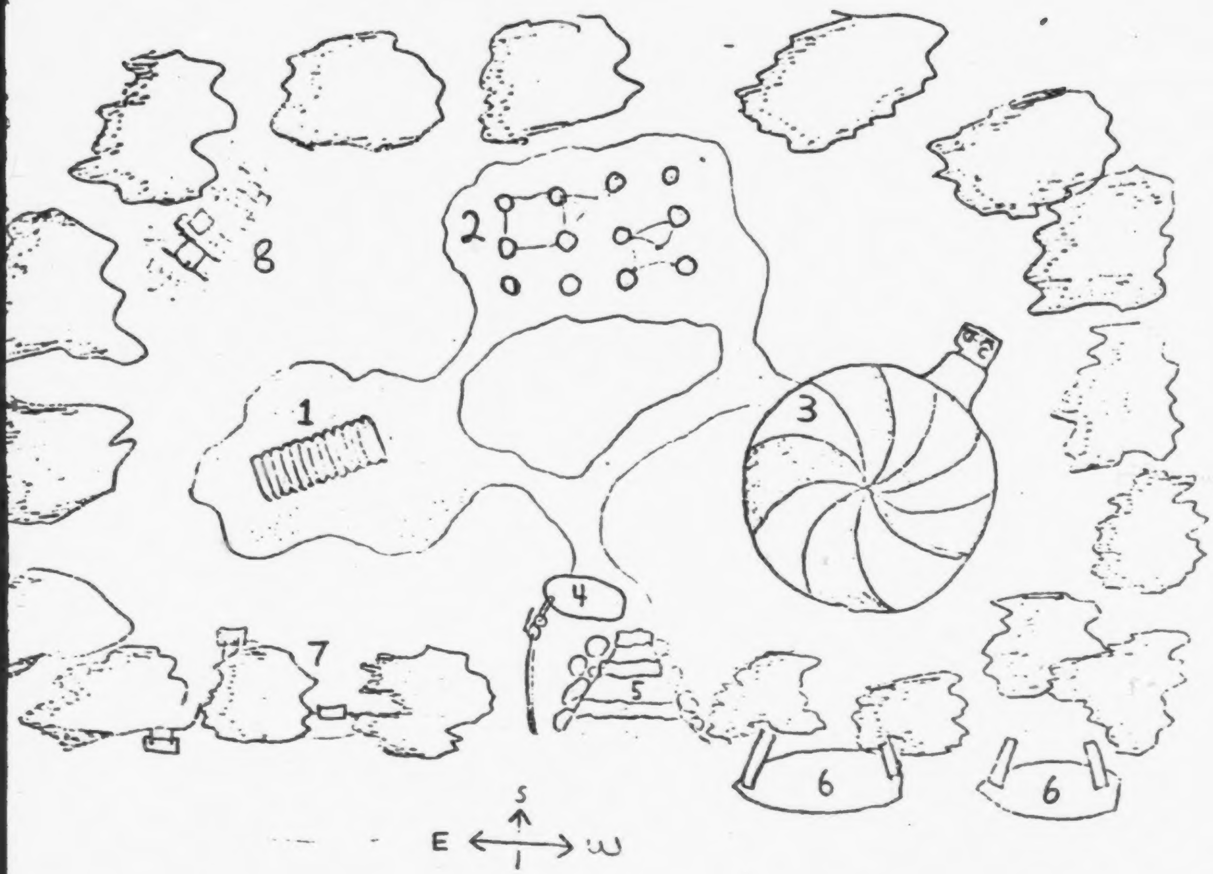
PLAYGROUND AREA



1 culverts and sand pile
2 telephone pole foundation for building with wood and rope, etc.
3 inflatable made with polyethylene and fan
4 bathtub and pump for water
5 different levels of sand for water to be pumped down
6 rafts with fish underneath
7 tree swings
8 bales of hay straw for tunnels

PLAYGROUND AREA



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tree swings
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Koren

THE BUILDING PLAYYARD - A CREATIVE AREA

OBJECTIVE

Children often prefer playing in building sites and on vacant land rich in junk materials. In these areas they develop their own imaginative kinds of play with waste objects. This is particularly true with children between the ages of 6 and 14.

The purpose of a building playyard is to provide a place for the mixture of building materials, tools, adults who respect the child's initiative and children who are looking for the opportunity to create their own play environment.

COMPONENTS

Materials - Boards, wooden crates, cardboard boxes, tires, old furniture, paint, rope, and bricks make up some of the many materials that can be used in the building playyard. Most materials are "eoliths", relics of our throw-away culture, and are easily and inexpensively obtained. This material should be brought to the site, examined by adults for removal of those dangerous materials before use by the children, and then placed in a storage area from which the children can help themselves.

Tools - Adult hammers and saws are the tools that need to be provided. These tools along with nails should be issued and stored under adult supervision.

Adult Leader - An adult who understands the children and has their trust is the most important component of the playyard.

Ground Area - Most natural ground surfaces are suitable if they drain properly and digging can take place. The area required depends, of course, on the level of activity but a quarter of an acre would be satisfactory.

Fences - Like most building sites, building playyards have an untidy appearance. To be a good neighbor it is desirable to surround the yard with some type of enclosure. This enclosure forms a protective barrier and provides a sense of place to those within it. While this barrier can be landscaping or earth mounds, a fence is most satisfactory. To limit the activity to those times when an adult is near, it is desirable that the fence be high and have an opening that can be closed and locked.

Adventure Playground NEEDED !!! May 72

1	12 trout	1	Boulder Fishing and Gun Club
2	wire mean cage	2	" " or pet store
✓3	cement culverts, steel	3	university, Banyon Tree — 1 steel
✓4	parachutes	4	army surplus, airport, Quarter Master — free 16 ft.
5	telephone poles as many as possible 12 20ft	5	Orville Nadgewick-public service
6	2-4 pieces of 4 by 8' plywood	6	lumber yards Hagsett - 443-4400 Foster - 447-2100
7	~~2X4~~ 2 by 4's and 2 by 6's	7	same Boulder - 443-0582
8	burr from quarter cut wood	8	place on Pearl?
9	hammers , saws, rakes, shovels, wheelbarrows,	9	free schools, construction, farm., hardware stores , GSA - hammers $2.05, shovels $2.05
10	bricks	10	Valmont brick company
✓11	12 yards of sand	11	Flatirons gravel [redacted] - will call E462 merle
12	animals (guinea pigs, rabbits, etc.) and CAGES	12	New horizons and Banyon tree
✓13	• 60 bales of straw	13	Hidden Valley Ranch pay for damaged $100 bale call back - Green Meadows Pearl (Regularly picked up just have to [illegible]
14	rope (100 ft.)	14	try public service
✓15	tires-60	15	sos tire, Wards auto etc SOS, GOODYEAR, EARLE SONS, FIRESTONE
16	chalker(lime chalker)	16	university
17	post-hole digger	17	city, C.U. — $10 ½ DAY
18	cardboard heavy-duty double-wall	18	paper companies- try Golden
✓19	pump	19	community-farm
20	old billboards	20	advertising agencies
✓21	bathtub	21	banyon tree
22	paint tempura	22	free-schools
✓23	50 lbs. of nails (8 penny and 10 penny)	23	GSA - 65¢ on 68¢ 5 lbs $6 to 8 a Keg Call Foster - 447-2100
24	card board culverts (cement pourers)	24	Boulder Lumber Flatirons cement and gravel or any construction company
25	• roll of poly ethylene	25	Stan
26	• polytape	26	Stan
27	•• fan	27	
28	• extension cord	28	
29	TRUCKS	29	

● last priority if too complicated

Bill + Brady

4/26/72
SW:mb

ADVENTURE PLAYGROUND
History and Plan

4/14/72 Our first contact was Bob Utzinger. He gave us the names of students who could help us. He also offered help in the playground during the fair.

4/19/72 Stan Mathis was then contacted and asked to come to a meeting at SSEC. Christine Wolf from New Horizons and Jude Rifkin from Misty Mountain, who are interested in working in the playground, attended. Stan committed himself to the making of the plan and institution of it; Jim promised some kind' of honorarium fee. We decided to have a meeting of teacher-volunteers on 4/23/72. We committed ourselves to the finding of a plot of land.

4/20/72 We scouted out different possible places for the Adventure Playground, and decided upon a site. It is the area across the stream from the library adjacent to the employee parking lot. We then went to Bob Samples, Assistant City Manager, and Ron Donahue, Superintendent of Parks. We told them our plans and asked them about its feasability. We also asked about the possibility of a truck. We thought we got a firm committment both on location and truck, but needed a formal agreement from Bob Keys, Director of Parks and Recreation. We wrote a formal request and are waiting for a reply.

4/23/72 Meeting with teachers:

NAME	PHONE	CAN HELP ON:

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4/23/72 Meeting with teachers:

NAME	PHONE	CAN HELP ON:		
		FRI.	SAT.	SUN.
Stan A. Mathis	449-8520		X	X
Jude Refkin	444-2218	X	X	X
Roger Resneck	442-2729		X	X

NAME	PHONE	CAN HELP ON:		
		FRI.	SUN.	SUN.
Christine Wolf	443-9306	X	X	maybe
Butch Smith	443-7916	X	X	X
Jean Jacobson	494-1023	(½ day probably - ?)		
Helen Klein	444-3512	(½ day probably - ?)		
Steve Hodes	494-4148	X	(on and off)	
Suzanne Marsden	443-9029	½ day?	X	X
Pat Jones	447-9271	after 3:30	X	possibly

COMMITTMENTS:

R. Resneck - can get: cardboard refrigerator boxes, hand tools, tires, small wood scraps, car.

C. Wolf - tubes, truck, glue animals, balance, food.

B. Smith - bathtub, rabbits, bedsprings, culvert, some lumber and tools.

S. Marsden - tipi, buckets, 2-3 tires, find our about lumber dump. Slides of English & Swedish playgrounds.

P. Jones - Children!

--We set up a training session for Wednesday, May 10, 7:30 p.m.

** THINGS TO DO:

1. Call Stan to have plan ready by Friday.
2. Have meeting with Stan to figure out resources needed - places to get resources.
3. Call Utzinger to get him for training session.
4. Get firm committment on city truck or get rental truck.

Jean Jacobson	494-1023	(½ day probably - ?)		
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4. Get firm committment on city truck or get rental truck.
5. Make out a map of pick-up points and schedule.
6. Arrange display board with pictures and blurb.
7. Get firm committment from Keys.

+ u

CITY OF BOULDER, COLORADO 80302

April 28, 1972

RECEIVED
MAY 1 1972

Mr. James E. Davis
Assistant Director
Social Science Education Consortium, Inc.
Educational Resources Center, Inc.
855 Broadway
Boulder, Colorado 80302

Dear Mr. Davis:

Thank you for your letter of April 20 concerning an adventure playground to be set up north of the employee's parking lot along Boulder Creek. We approve this project and authorize you to proceed as described in your letter. We ask that the project be carried out in such a manner that none of the existing vegetation is disturbed and the area is thoroughly cleaned up and restored afterward.

The city attorney has advised that a public liability insurance policy be provided with the City of Boulder as named insured in the amounts of $100,000/$300,000 for the two days.

In reviewing your request for a truck, we have concluded that the press of park department activities during that time in making preparations for the summer season will not permit us to make this commitment. This time of year is a very busy one and we are usually quite strained for personnel and equipment.

Please call me if you have any questions.

Sincerely,

Robert E. Key
Director of Parks and Recreation

MAY 8

NIXON ANNOUNCES MINING OF HAIPHONG HARBOR

MAY 9

ADVENTURE PLAYGROUND VOLUNTEERS DESERT

MAY 10

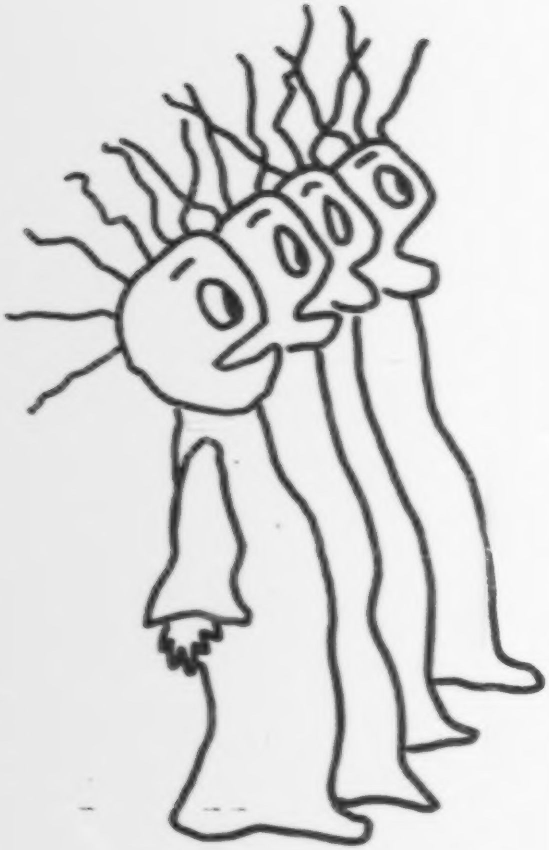
FEW REMAINING ADVENTURE PLAYGROUND ENTHUSIASTS SPEND DAY ON PHONES TRYING TO GET NEW VOLUNTEERS

MAY 11

ADVENTURE PLAYGROUND GOES DOWN THE TUBES BECAUSE:

1) can't get enough replacements
2) rumor has it that parents won't want to bring their kids to the fair anyway for fear of a riot

147



getting (unpleasantly) surprised

OR

May 9, 1972

(in which BE staffers learn
there are some things you
just can't anticipate)

Propinquity, Steve and Phil, Keith Holcomb and Dexter Payne will offer the musical entertainment and Avital and his Mime Tribe the school buses will be free and all volunteer school drivers will be driving the vehicles. The service will run between 9

Bridge Blockaded

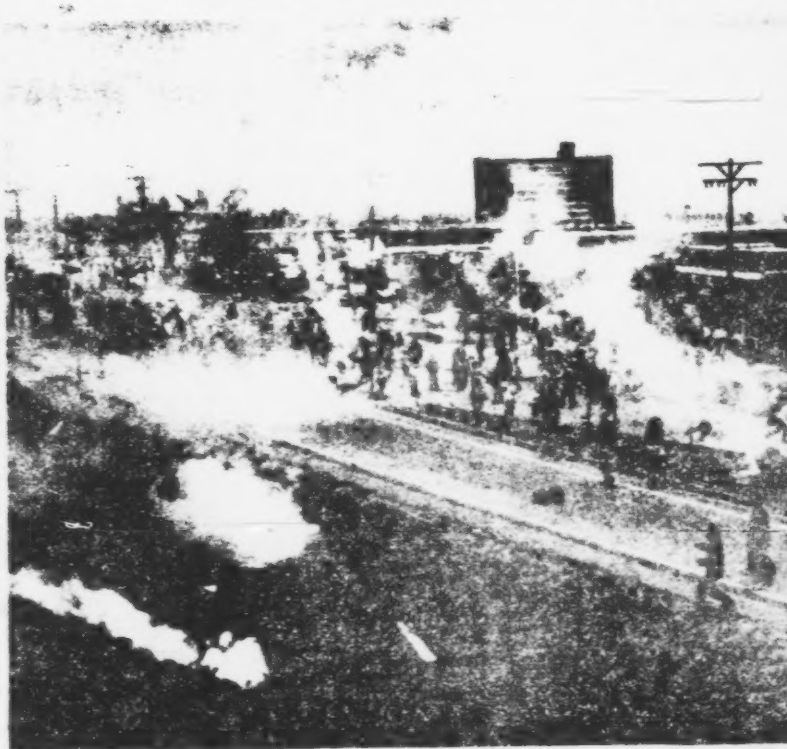
Tires and logs were used as blockade materials across the bridge leading to the Turnpike, snarling traffic entering Boulder on Tuesday. When it was decided the streets had to be open, officers moved in with tear gas. Boulder police, Sheriff's officers, State Patrol and Emergency Squad volunteers were involved but at press time, the National Guard had not been brought in by the Governor.

TOWN & COU

SERVING BOULDER CO

1 Section 48 Pages Boulder, Colorado May 10, 1

Peace Demonstrators Dispersed



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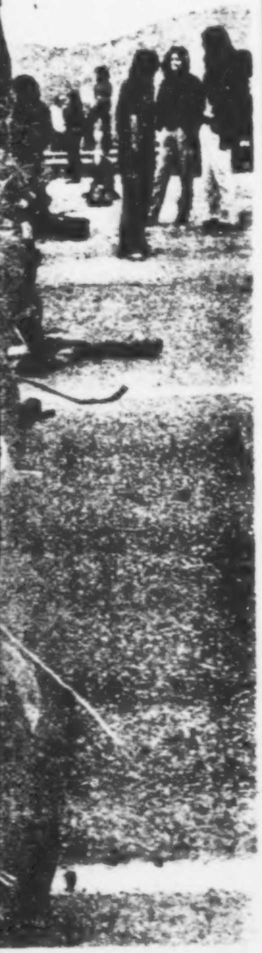

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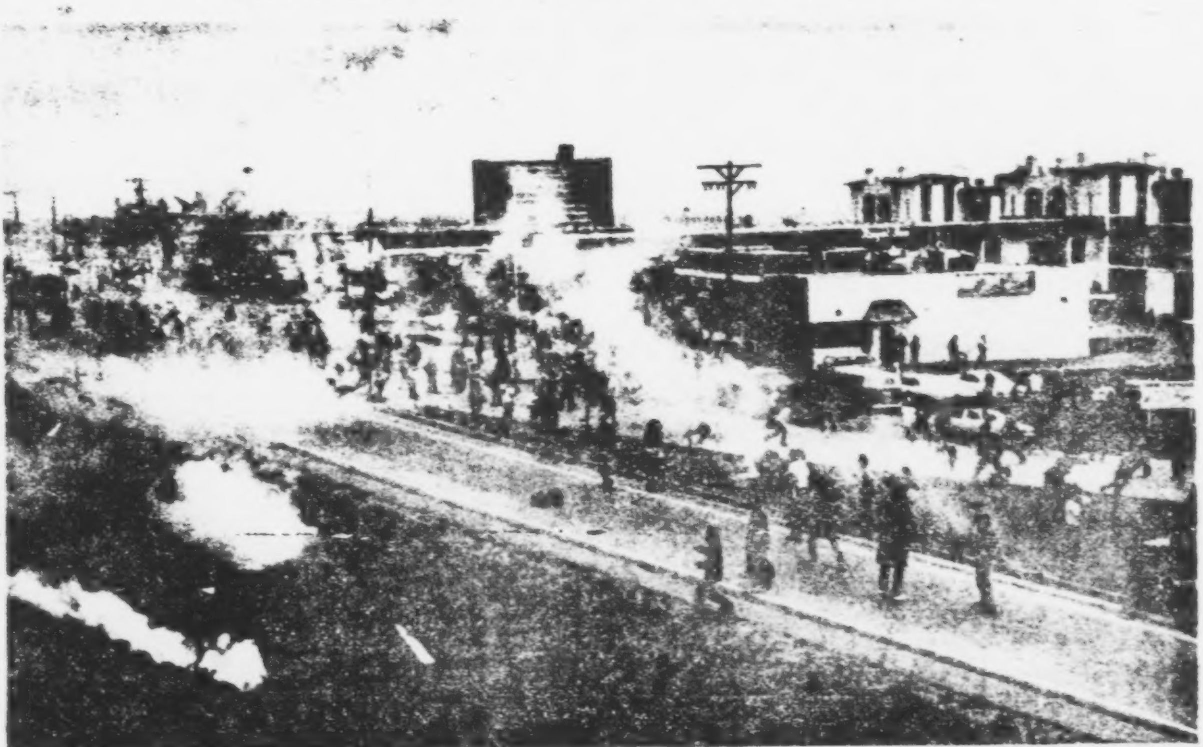
TOWN & COUNTRY REVIEW

SERVING BOULDER COUNTY

1 Section 48 Pages Boulder, Colorado May 10, 1972 Volume IX, No. 19

Peace Demonstrators Dispersed by Tear Gas



Boulder was rocked by its first serious anti-war demonstrations Tuesday, following President Nixon's announcement of the mining of Haiphong and other harbors in North Vietnam. Demonstrators did their own blockading of highways leading into the City and this was the scene near the Royal Inn as police moved in to break up the blockade with tear gas. A large crowd then gathered in the intersection of Pearl and Broadway, later moving away from the downtown area.

More pictures on page 36

Where are your priorities? Are you more concerned about war/peace problems or envir
Shall we go ahead with the fair or call it off? *Can* we go ahead with the fair or *mus*
Who's willing to keep working full time on the fair? Who wants to shift over to the
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A DAY-LONG MEETING

Decision: To Go Ahead With The Fair

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A DAY-LONG MEETING

Decision: To Go Ahead With The Fair

MEMORANDUM

TO: All Staff

FROM: Irving

DATE: May 10, 1972

RE: Meeting on Boulder Experiments today, Wednesday, 4:00 p.m.

My own thoughts about yesterday's meeting on Boulder Experiments are put down in the attached memo. Please read.

Tuesday evening, a smaller group met and came up with some recommendations, contained in the attached memo from Reggie. Please read.

SADMESS staff, plus all other interested parties, will meet today at 4:00 p.m. in the living room.

bja

Social Science Education Consortium, Inc.

Educational Resources Center, Inc. • 443-2211 Ext 8155 • 855 Broadway • Boulder, Colorado [illegible]

MEMORANDUM

TO: All Staff

FROM: Irving

DATE: May 10, 1972

SUBJECT: Yesterday

Our day-long discussions yesterday, responding to the actions of our leader in Washington, was probably mostly necessary--but still rather frustrating and unproductive. Let me express some of my thoughts and frustrations.

A feeling that some seemed to have was that we should drop what we are doing and then figure out something else to do. My own inclination goes very much the other way: if there is something else that needs doing, let's see if it requires dropping what we are already doing.

Also, there was a dearth of specific or semi-specific suggestions of what to do. In a day-long meeting of 30-plus people, I would hope for more ideas than came out yesterday.

Also, when some specific ideas did come out, there was little or no follow-up on them--to examine them, modify them, and think about whether they might fly. Thinking back, I wonder if it wouldn't have been useful to invoke Roberts Rules of Order at times. One big advantage of Roberts Rules, highly appropriate at certain times, is that there is no discussion unless there is a motion on the floor. We might have had some long (and possibly fruitful) silences yesterday, if a motion had been required before discussion could begin.

In expressing disappointment on failure of the group to follow up on some of the few specific or semi-specific suggestions that were made, I am thinking of some that I either made or supported, and on which there was insufficient follow-through or no follow-through, either to approve, disapprove, or modify. These were the following:

1. That our basic posture (to quote a famous social psychologist) should be to take a positive initiative with respect to the City Council, Down-

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1. That our basic posture (to quote a famous social psychologist) should be to take a positive initiative with respect to the City Council, Downtown Merchants, and others who might get itchy about the potential dangers of the fair. This would have included a message to the City Council meeting last night that we have some positive ideas with respect to managing any BE-protest interaction that might occur and are ready and willing to discuss the matter. This suggestion could still be implemented with respect to the City Government and Downtown Merchants.

2. That we include a peace-war--not anti-war--component in the fair, with the following rationale:

a. It is within the spirit of Boulder Experiments, contributing to a better community, to help citizens creatively discuss and possibly move toward resolution of sharp community conflicts.

b. That, both because of the feelings of many of our staff members and some of our BE cooperators, it would not be appropriate to omit any reference to the new national crisis.

c. That inclusion of an anti-war component would be a clear violation of the bases on which we have sought and received much cooperation from many persons who would not agree with the views implied by an anti-war component.

d. That, even if we omitted such a component, the temper of protesters might be such that there might be a disruption of the fair from that quarter. Our attention to the peace-war issue might not assure freedom from such disruption, but might improve the probabilities, particularly if other action suggested below with respect to the anti-war protests is taken.

e. That following such a plan, along with other action suggested below, might help to meet and defuse apprehensions from the city and the Downtown Merchants with respect to the fair--although our apprehensions about disturbances seem to have been greater than theirs up to this point.

3. That we take initiative in approaching the anti-war protest, with a view to the following:

a. To the extent that we have resources available, we try to help with planning and leadership in the movement--there is a big need. This could be a useful avenue for those who feel most strongly about de-emphasizing or cancelling the fair.

b. That BE approach the leadership of the anti-war movement (if leadership can be found--which might include some leadership we help provide) to (1) express the sympathy of most or all BE staff with their cause, (2) ask their cooperation in planning our peace-war component, and (3) ask their cooperation in keeping protest activities out of the BE area during the fair.

b. That, both because of the feelings of many of our staff members and some of our BE cooperators, it would not be appropriate to omit any reference to the new national crisis.

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It seems to me that is was pretty clear--although even this was fuzzed up--that the predominant (perhaps not majority) opinion within both SADMESS and the entire staff was to go ahead with the fair and to include a peace-war component. (As with all other aspects of BE, I presume the doing of this component would depend on the availability of willing manpower.) Arguments for continuing with the fair, put forward by many people, included:

1. Many people--staff and others--have put a tremendous lot of horsepower into the fair. Many of those who have put the most work into the fair do not want to see it cancelled.

2. Many of the general public would not see why the fair chould be cancelled on our initiative. It could be seen as a cop-out on our part.

3. Cancellation without clear and sufficient cause--in the eyes of the general public--might decrease the chance of similar efforts in the future being successful. BE staff are well aware of the obstacles in the way of getting this effort off the ground; it would be too bad if it were still more difficult "next time" because of cancellation of BE.

This probably does not cover all of the reasons for continuing with the fair. Nor does it review the reasons for not continuing. I think both the pros and the cons on cancellation were aired pretty well yesterday.

It is my suggestion at this point that we schedule a meeting of all SADMESS staff, plus all other interested parties, as soon as possible, to act on the specific suggestions I have outlined above, plus other suggestions that might be made by anyone in the group. With respect to the question of who has the decision-making power, I suggest the following procedures for dealing with individual questions or proposals.

1. That an effort be made to reach a consensus of the entire group, within a time limit set in advance by the group.

2. That, lacking consensus, a voting procedure be undertaken, in which each paid staff member of SADMESS has one vote. Before any vote is taken, the opinion of non-voting members of the group should be sought, preferably by consensus; if not by consensus, then by vote. Following the expression of opinion by non-voters, voting members would attempt to reach a consensus; if consensus is not found within a pre-set time limit, the matter would be settled by a vote.

One more question I want to deal with: what are possible roles of persons who disagree with the decision to proceed with the fair, if this is the decision of the group. I see two possible "objecting" positions.

1. Some may feel so strongly about the present crisis that they want to withdraw their own participation, feeling that (1) all their own energies are required for a higher cause at this time, (2) BE should be called off as a gesture of protest, (3) BE should not be carried on without including a clear anti-war component--or some combination of these and other reasons.

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2. While some may feel impelled to take the conscientious objector position, I do not think that mere disagreement with a majority decision is sufficient cause for taking this position. Paid staff members have an obligation to continue with the tasks for which they are being paid--and which, in this case, they have had a great deal of say in determining. What is sufficient cause for stopping participation is something that an individual must determine for himself--but it has to be something more than voting "no" on a decision that went the other way.

mlh

MEMORANDUM

TO: SSEC and ERIC staffs

FROM: Reggie

RE: Boulder Experiments

DATE: May 10, 1972

The Tuesday afternoon meeting was continued Tuesday evening with the following people present: Sue Helburn, Steve Hodes, Steve McElroy, Jon Rasmussen, Carig Holdrege, Reggie Greene, Elise Boulding, Louise Tannenbaum, Jim Davis, and Karen Wiley. The group made these recommendations:

1. Continue the fair as planned adding a new component addressed to the current war situation.

2. This component could include:
    a. a teach-in presenting the historical background of the war up to the present.
    b. a table manned by the Peace Studies group on campus including books, etc.
    c. organizing small group collectives. This idea was presented at the noon rally today and all those interested are meeting here at the SSEC tonight. These small groups can do anything from discussions of history and politics to petitions, other kinds of action from any political perspective. The rationale for including them in BE is they provide an easy-to-organize, flexible forum which is not intrinsically weighed in any political direction. Our role is to provide space, process facilitators and a general format.

bja

WEDNESDAY

MAY 10, 1972

Business as usual

Only, there was a slight pall (and occasional whiffs of teargas) in the air.

Seemed like a lot of joy had gone out of the fair.

And there was some resentment--sometimes directed against Nixon for having staged an international crisis right before our fair, sometimes at members of the group who had "deserted" for the anti-war movement at the last minute when we most needed extra help, sometimes at some vague authority (usually labeled the "the SSEC staff") who had "taken control of the fair away from the students."

Some of the exhibitors and volunteers did drop out. (For instance,,the man from Dow Chemical called on Wednesday to say that he didn't think he'd be able to get his exhibit ready. And most of the volunteers working on the Adventure Playground decided they'd rather go to the demonstration in Denver on Saturday--besides, no one would want to bring their kids to the Playground under the circumstances, now would they?

Some exhibits and other activities were added at the last minute. Most of these were labeled "war/peace" activities, though it was hard to find any that weren't heavily weighted twoard anti-war sentiment. Several last minute calls, however, brought us new environmental and cultural activities unrelated to the anti-war movement.

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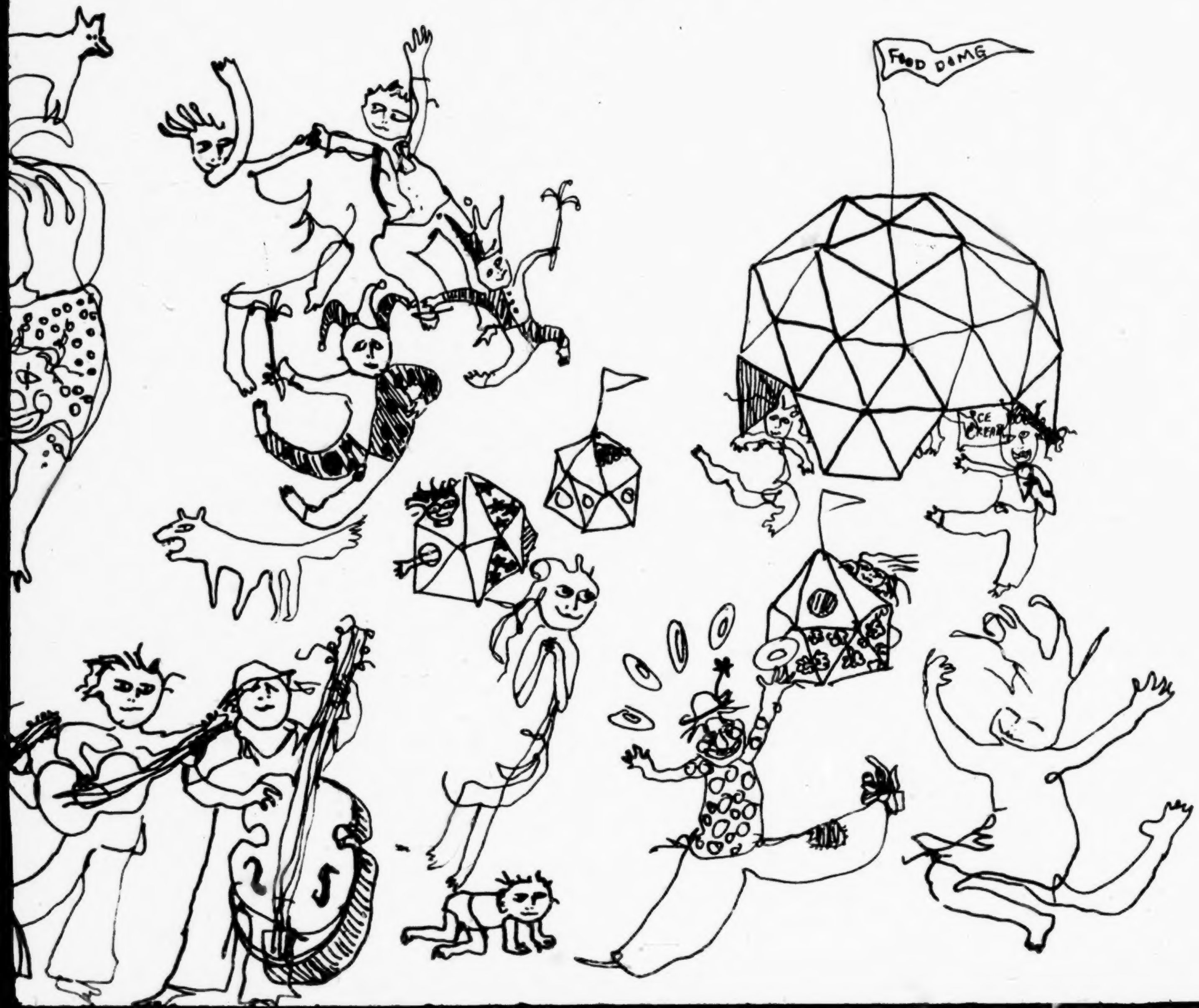
Some of the BE staff contacted the leaders of the anti-war activities in Boulder to ask them to keep the fair cool. They readily agreed that the fair should be off-limits for anything other than rational and reflective approaches to the war/peace problem and worked for this end.

By the end of Wednesday, fortunately, most of us seemed to have gotten back in gear, some of the former enthusiasm and excitement about the fair had returned, and we'd adjusted to the fact that we'd just have to "go an extra mile" to make up for our manpower losses and do the best we could to get the fair off the ground by Friday night.

But we continued to worry silently about what the week's troubles would do to fair attendance; and we continued to worry about the possibility of demonstrations and violence which could obscure the point of the fair, turning it into a hateful and unhappy event rather than a pleasant learning experience for the community, and possibly getting us into deep legal trouble. Also, in the backs of some of our minds hung a nagging doubt--was the fact that we had chosen to devote our energies to a little old local environmental fair rather than to a question "of import for all mankind" (the war in Viet Nam) really an indication that our values and priorities were topsy turvy? Some people claimed they were.

getting it all together

tting it all together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BOULDER E RIMENTS

COMMUNITY EN ONMENT

DOWNTOWN

Friday night, Sat

& Sunday May 1

After it was all over, Allan said, in response to the question "What to you was the most unexpected thing that happened?", "The fair actually happened. Despite occasional optimism, I felt deep down that for one reason or another, the fair would not be held. The most unexpected thing wasto be down on the street Friday night."

ER E[illegible]RIMENTS

UNITY EN[illegible]ONMENTAL FAIR

WNTOWN

Friday night, Saturday,

& Sunday May 12, 13, and 14

After it was all over, Allan said, in response to the question "What to you was the most unexpected thing that happened?", "The fair actually happened. Despite occasional optimism, I felt deep down that for one reason or another, the fair would not be held. The most unexpected thing wasto be down on the street Friday night."

It seems almost anti-climactic to describe the fair itself, after having described all the trials and tribulations leading up to it.

And, indeed, it seemed to many of us at the time that the fair was anticlimactic! We had moved from one high point to another over the past couple of months and them....the fair was here, and it all seemed so easy in comparison to the previous preparation work!

The fair went off so smoothly and was so pleasant, that we wondered how it could have been such a hassle before. Of course, there were hassles on Saturday and Sunday--exhibitors didn't show, people made complaints, we couldn't find so-and-so, etc. but they were NOTHING compared to all the work that came before!

Maybe one of the tests of how well you've put your project together might be whether you can settle back, relax, and enjoy it once it's on the road. We could!

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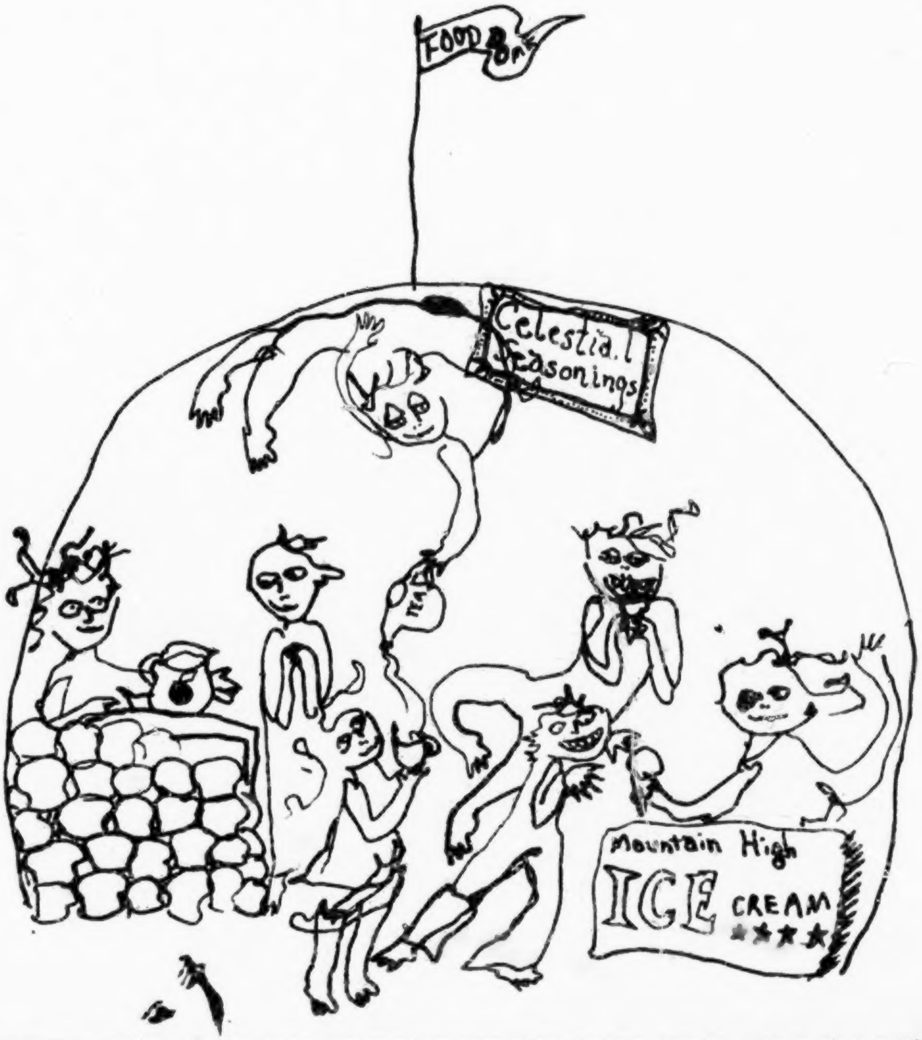
FOOD
Celestial Seasonings
TEA
Mountain High
ICE CREAM
★★★★

ALUMINUM
GLASS
HOOVER

CITY OF THE FUTURE

We'll just tell you a few things about the fair here:

- --the wind blew and it was chilly on Saturday. That probably discouraged some attendance and certainly discouraged some exhibitors, who had to scrounge rocks and blocks to hold down their displays.

- --the attendance was better on Sunday....the weather was GORGEOUS. However, it was distributed throughout the fair site differently from Saturday. On Saturday many exhibitors were up on Pearl and 13th Streets, and of course there were shoppers too. Thus, this area seemed to be best attended on Saturday. On Sunday, however, there was more activity on the Library Mall. Many of Saturday's Pearl and 13th Street exhibitors apparently decided not to return on Sunday, the stores were closed, and thus there were many empty spots in that area. But on the Mall, a number of really fun things were going on -- a carnival, musicians playing, folk dancing, the big dome. People appeared to be more interested in these "fun" things on Sunday than in the more serious environmental stuff over on Pearl Street.

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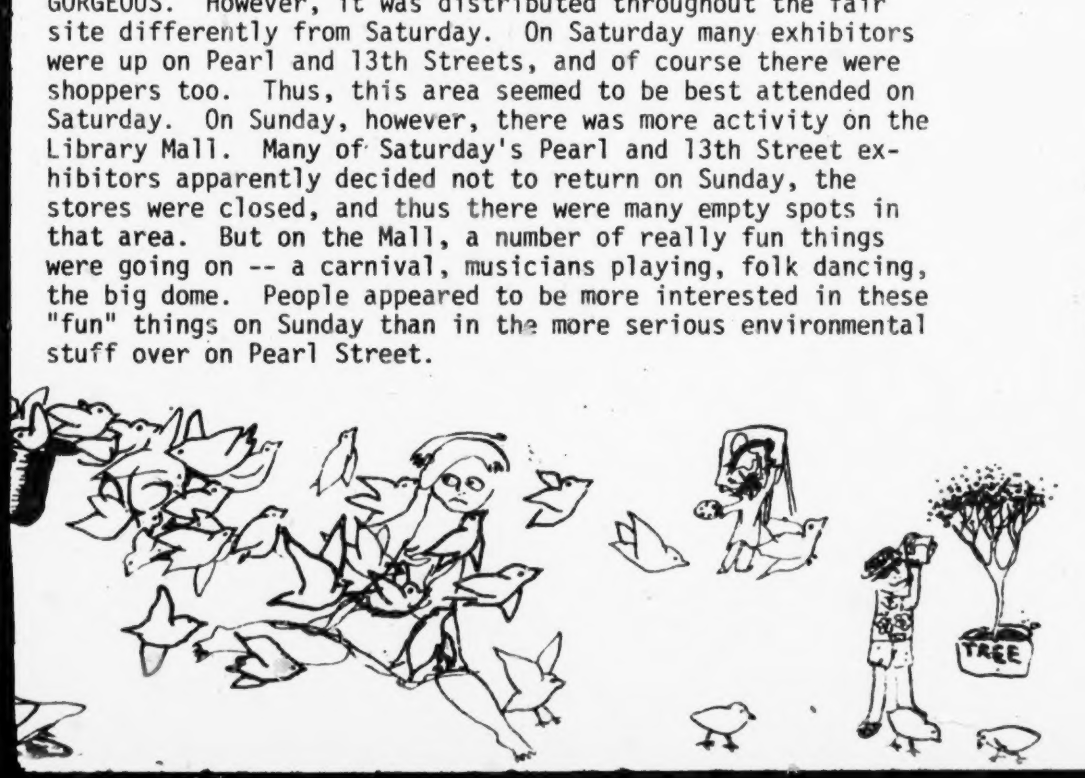
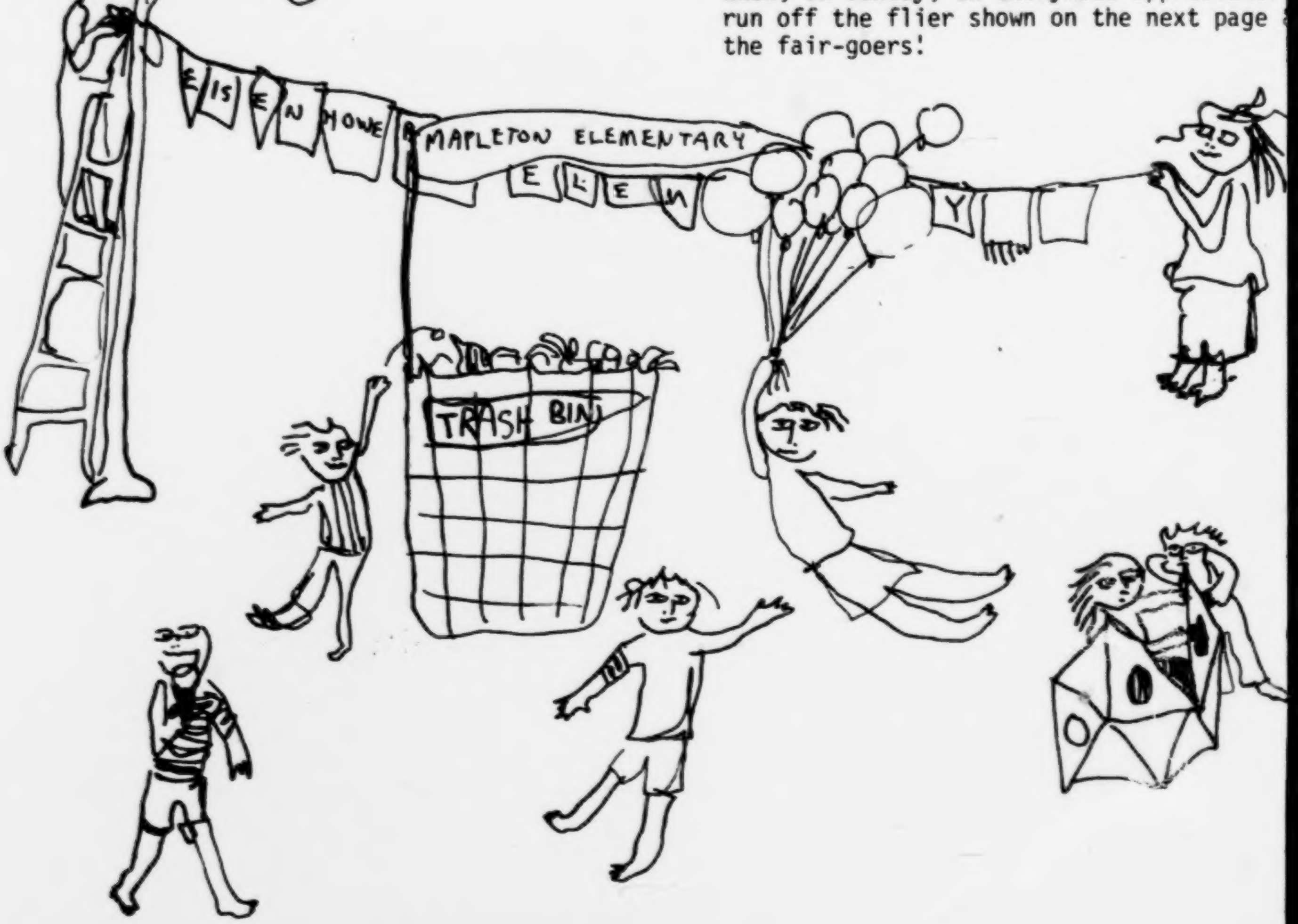


- -- the anti-way activities did seem to overs mental activities, especially on Sunday. of conplaints about them. And they were attended activities.

- -- the Saturday night show in the bandshell well--the audience consisted basically of huddled together under several blankets. The people who didn't go, though, missed especially the Incredible LaMont, escape

- -- We knew for sure that all our efforts had when, on Sunday, an anonymous appreciator run off the flier shown on the next page the fair-goers!



-- the anti-way activities did seem to overshadow the environmental activities, especially on Sunday. We got a number of conplaints about them. And they were some of the best attended activities.

-- the Saturday night show in the bandshell didn't go over too well--the audience consisted basically of a clump of people huddled together under several blankets. It was freeeezing! The people who didn't go, though, missed a terrific show--especially the Incredible LaMont, escape artist!

-- We knew for sure that all our efforts had not been in vain when, on Sunday, an anonymous appreciator took the trouble to run off the flier shown on the next page and pass it out to the fair-goers!

HOWE
MAPLETON ELEMENTARY
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Y
TRASH BIN

BOULDER

STREET MARKET!

WHY NOT HAVE A STREET MARKET EVERY SUNDAY — SAY 12 TO 7 PM BETWEEN PEARL + SPRUCE ON 13TH ST?

EVERYONE COULD BRING WHAT THEY MADE OR GREW TO SELL.

NO RULES TO BEGIN WITH — PERHAPS IF COLOR TVs AND CARS STARTED BEING SOLD RULES COULD BE MADE.

JUST A FRIENDLY INFORMAL MARKET FOR THINGS TO USE OR EAT AND ENJOY.

TELL YOUR FRIENDS AND CITY COUNCIL YOU WANT TO TRY IT — ALL THAT IS

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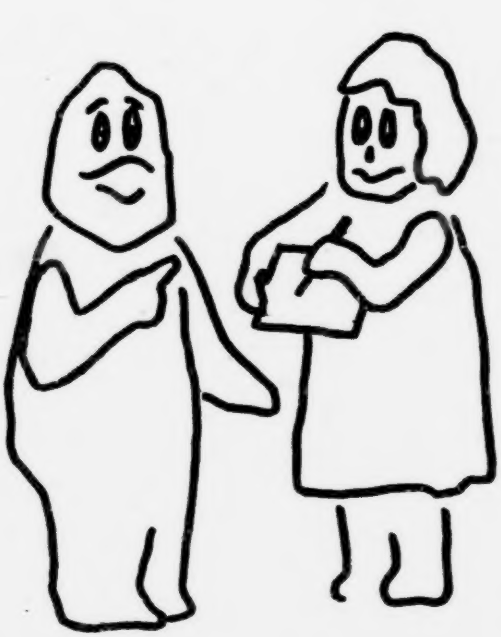
TELL YOUR FRIENDS AND CITY COUNCIL YOU WANT TO TRY IT — ALL THAT IS NEEDED IS PERMISSION TO BLOCK THE STREET AND A CLEANUP CREW —

LET'S DO IT !

5-14-72

When asked in our post-fair evaluation how she felt at 8 o'clock Sunday evening when the fair was over, Louise replied, "Tired, bleary, dirty, hysterical, but good." And the next morning? "Philosophical--sort of empty, also."

getting feedback



or

What People Thought
of the Fair

what we plan

We did not want to throw a fair and just drop it at that. Because we viewed the fair itself and the whole process leading up to it as an experiment--or rather a cluster of experiments--we thought it essential to gather some information about its success or failure. Hence, we developed a plan for evaluating Boulder Experiments.

BOULDER EXPERIMENTS

EVALUATION AND FINAL REPORT

EVALUATION:

We plan to evaluate several aspects of the fair:

1) We plan to have a survey questionnaire to be filled out on site
who visit the superblock area. The questions will probably be in the
Likert scales, multiple choice, and perhaps one open-ended. They will
the visitor's reactions to the blocking off of downtown streets during
the idea of the superblock in general, whether they would be more or le
inclined than at present to shop in the downtown area if the superblock
were realized, how frequently they shop in the downtown area at present

2) We plan to have a survey questionnaire on the increased bus serv
the fair. As with the superblock, we will ask questions about reactio
bus system on the particular days of the fair and possible use of impro
service under various conditions in the future.

3) We plan to have a survey questionnaire dealing with reactions to
in general, perhaps including a rating of the "most interesting," "most
etc., projects of the fair; a question about the areas in which the pub
like to have more informational programs, news articles, etc., in the n
future; a question about complaints; and so forth.

4) We plan to involve some sociology classes from the schools in a
a selected sample of the Boulder population in which we will try to asc
what kinds of people attended the fair and what kinds did not and the r
attendance or non-attendance.

5) The Boulder Experiments staff are keeping logs on their own expe
preparing the fair; we are keeping files of our calendars, of meeting mi
news articles, advertising, etc.; and we will interview volunteers who
the fair after it is over.

what we planned to evaluate

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BOULDER EXPERIMENTS

EVALUATION AND FINAL REPORT

EVALUATION:

We plan to evaluate several aspects of the fair:

1) We plan to have a survey questionnaire to be filled out on site by those who visit the superblock area. The questions will probably be in the form of Likert scales, multiple choice, and perhaps one open-ended. They will ask about the visitor's reactions to the blocking off of downtown streets during the fair, the idea of the superblock in general, whether they would be more or less inclined than at present to shop in the downtown area if the superblock idea were realized, how frequently they shop in the downtown area at present, etc.

2) We plan to have a survey questionnaire on the increased bus servide during the fair. As with the superblock, we will ask questions about reactions to the bus system on the particular days of the fair and possible use of improved bus service under various conditions in the future.

3) We plan to have a survey questionnaire dealing with reactions to the fair in general, perhaps including a rating of the "most interesting," "most fun," etc., projects of the fair; a question about the areas in which the public would like to have more informational programs, news articles, etc., in the near future; a question about complaints; and so forth.

4) We plan to involve some sociology classes from the schools in a survey of a selected sample of the Boulder population in which we will try to ascertain what kinds of people attended the fair and what kinds did not and the reasons for attendance or non-attendance.

5) The Boulder Experiments staff are keeping logs on their own experiences in preparing the fair; we are keeping files of our calendars, of meeting minutes, of news articles, advertising, etc.; and we will interview volunteers who worked on the fair after it is over.

what we

Needless to say, the actual evaluation efforts that were made were somewhat different from the plans written on paper. We did conduct some of the surveys we had planned, we did not conduct some that we had planned, and we did conduct some we had not planned. And we did manage to collect a huge amount of information about reactions to the fair and the planning process by a wide variety of people in the community.

The data-gathering efforts we actua

what we actually did evaluate

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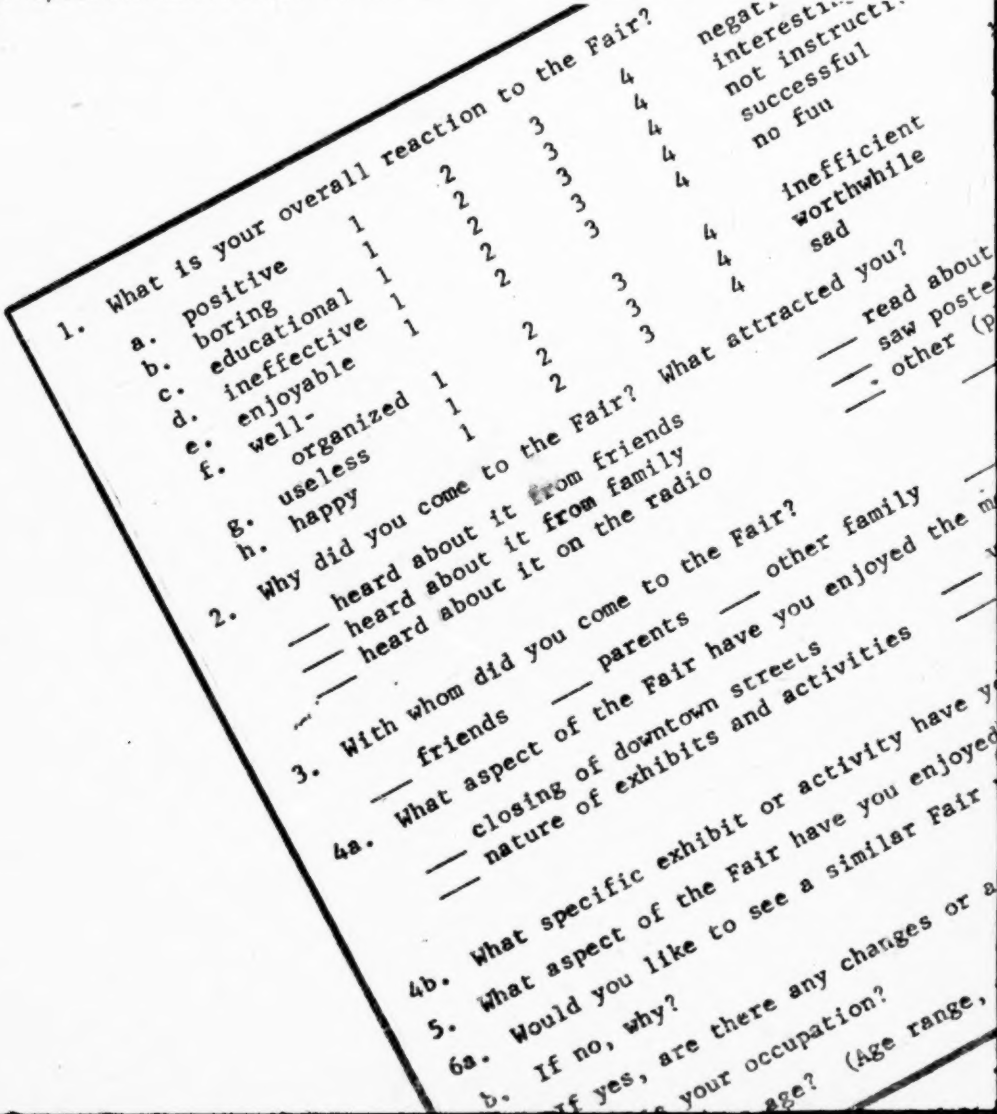
we had not planned. And we did manage to collect a huge amount of infor-
n about reactions to the fair and the planning process by a wide variety
ople in the community.

The data-gathering efforts we actually made included:

1) ON-SITE INTERVIEWS AT THE FAIR OF PEOPLE ATTENDING.

Students from two sociology classes at Boulder High School helped develop a questionnaire to guide their interviewing of people who attended the fair. So as to get a representative cross-section of opinions about the fair, the students doing the interviewing tried to pick a variety of fair attenders from the crowd to interview, though the sample cannot be said to be a true random sample. They wanted to find out what kinds of people came to the fair, what they thought of the fair as a whole, and what they thought of specific activities in the fair. The questions they asked included:



1. What is your overall reaction to the Fair?

a.	positive	1	2	3	4	negat
b.	boring	1	2	3	4	interestin
c.	educational	1	2	3	4	not instructi
d.	ineffective	1	2	3	4	successful
e.	enjoyable	1	2	3	4	no fun
f.	well-organized	1	2	3	4	inefficient
g.	useless	1	2	3	4	worthwhile
h.	happy	1	2	3	4	sad

2. Why did you come to the Fair? What attracted you?
— heard about it from friends
— heard about it from family
— heard about it on the radio
— read about
— saw poste
— other (p

3. With whom did you come to the Fair?
— friends — parents — other family

4a. What aspect of the Fair have you enjoyed the m
— closing of downtown streets
— nature of exhibits and activities

4b. What specific exhibit or activity have y

5. What aspect of the Fair have you enjoyed

6a. Would you like to see a similar Fair

b. If no, why?

If yes, are there any changes or a

your occupation?

age? (Age range,

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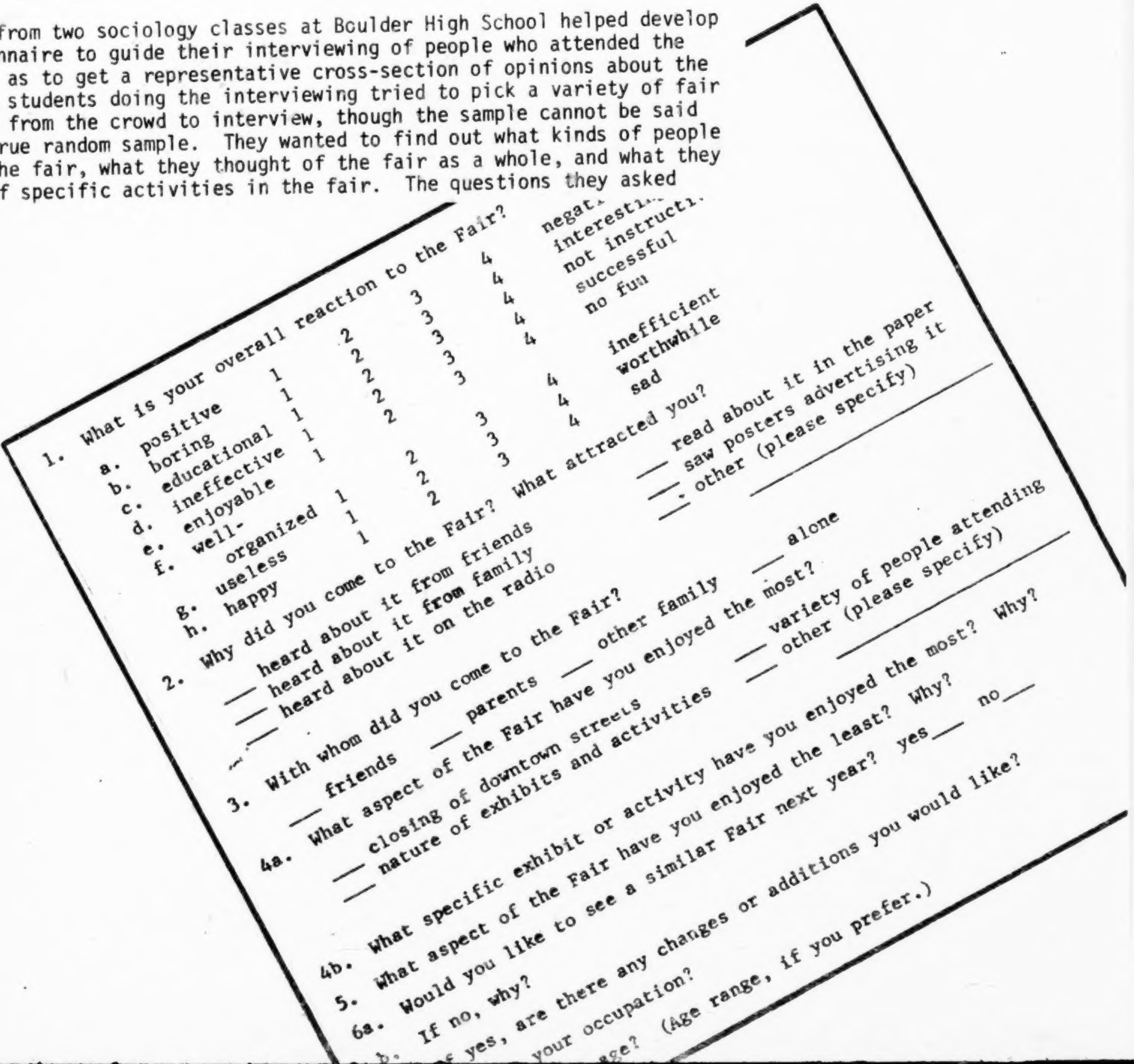

1. What is your overall reaction to the Fair?

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2. Why did you come to the Fair? What attracted you?
__ heard about it from friends
__ heard about it from family
__ heard about it on the radio
__ read about it in the paper
__ saw posters advertising it
__ other (please specify) ________

3. With whom did you come to the Fair?
__ friends __ parents __ other family __ alone

4a. What aspect of the Fair have you enjoyed the most?
__ closing of downtown streets
__ nature of exhibits and activities
__ variety of people attending
__ other (please specify) ________

4b. What specific exhibit or activity have you enjoyed the most? Why?

5. What aspect of the Fair have you enjoyed the least? Why?

6a. Would you like to see a similar Fair next year? yes__ no__
If no, why?

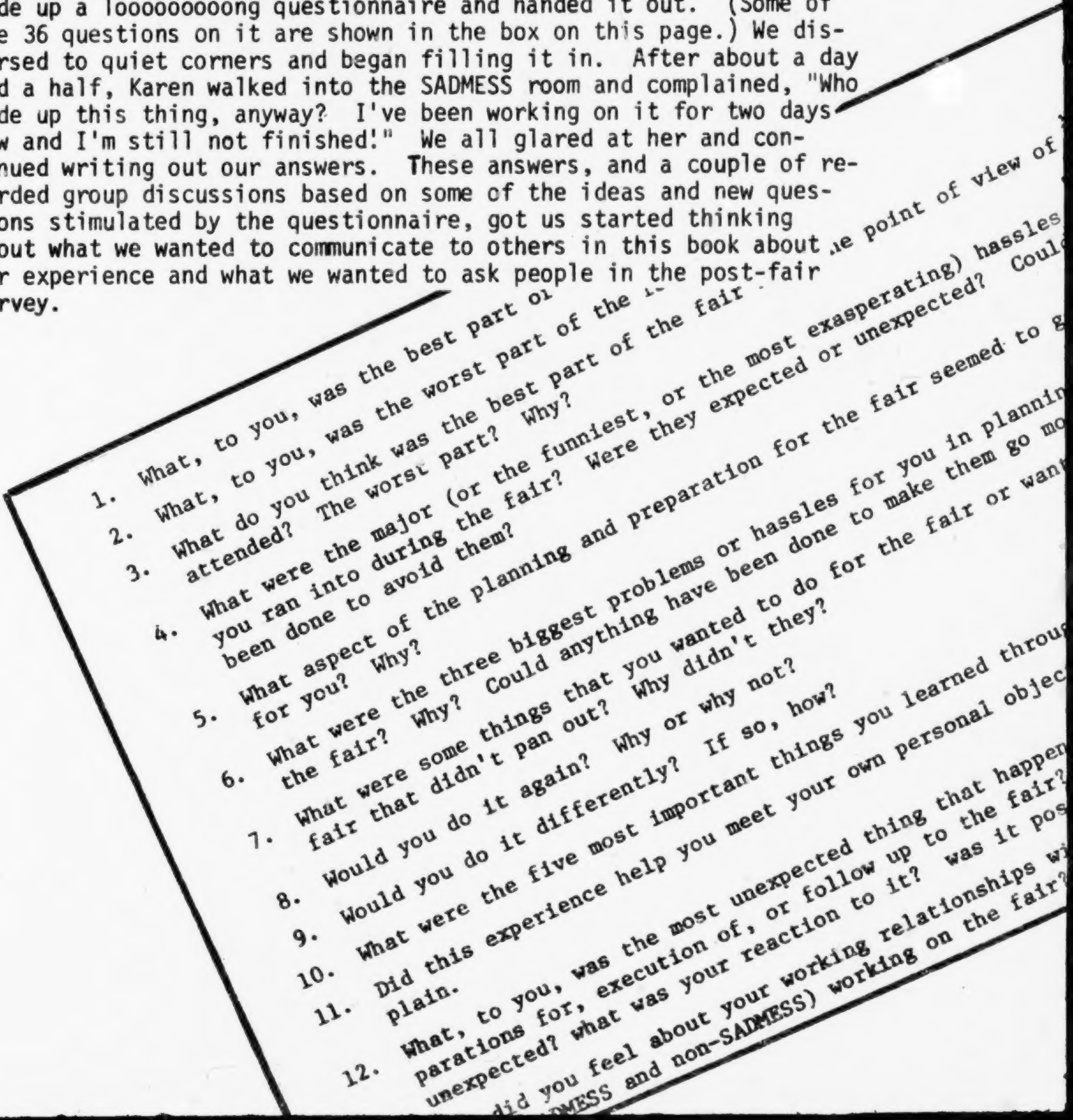
b. f yes, are there any changes or additions you would like?

your occupation?

age? (Age range, if you prefer.)

2) POST-FAIR CRITIQUE BY SADMESS STAFF.

Before diving into the post-fair survey described above, we decided to take stock of our own thoughts and feelings about the fair and the process leading up to it. We could not bear even to think about the fair in the days immediately following it, but by Wednesday of the week after the fair, we began to feel like discussing it. Karen made up a looooooooong questionnaire and handed it out. (Some of the 36 questions on it are shown in the box on this page.) We dispersed to quiet corners and began filling it in. After about a day and a half, Karen walked into the SADMESS room and complained, "Who made up this thing, anyway? I've been working on it for two days now and I'm still not finished!" We all glared at her and continued writing out our answers. These answers, and a couple of recorded group discussions based on some of the ideas and new questions stimulated by the questionnaire, got us started thinking about what we wanted to communicate to others in this book about our experience and what we wanted to ask people in the post-fair survey.



1. What, to you, was the best part o
2. What, to you, was the worst part of the
3. What do you think was the best part of the fair e point of view of
   attended? The worst part? Why?
4. What were the major (or the funniest, or the most exasperating) hassles
   you ran into during the fair? Were they expected or unexpected? Coul
   been done to avoid them?
5. What aspect of the planning and preparation for the fair seemed to g
   for you? Why?
6. What were the three biggest problems or hassles for you in plannin
   the fair? Why? Could anything have been done to make them go mo
7. What were some things that you wanted to do for the fair or want
   fair that didn't pan out? Why didn't they?
8. Would you do it again? Why or why not?
9. Would you do it differently? If so, how?
10. What were the five most important things you learned throu
11. Did this experience help you meet your own personal objec
    plain.
12. What, to you, was the most unexpected thing that happen
    parations for, execution of, or follow up to the fair?
    unexpected? what was your reaction to it? was it pos
    did you feel about your working relationships wi
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1. What, to you, was the best part o
2. What, to you, was the worst part of the
3. What do you think was the best part of the fair e point of view of those who attended? The worst part? Why?
4. What were the major (or the funniest, or the most exasperating) hassles and problems you ran into during the fair? Were they expected or unexpected? Could anything have been done to avoid them?
5. What aspect of the planning and preparation for the fair seemed to go most smoothly for you? Why?
6. What were the three biggest problems or hassles for you in planning and preparing for the fair? Why? Could anything have been done to make them go more smoothly?
7. What were some things that you wanted to do for the fair or wanted to happen at the fair that didn't pan out? Why didn't they?
8. Would you do it again? Why or why not?
9. Would you do it differently? If so, how?
10. What were the five most important things you learned through the experience?
11. Did this experience help you meet your own personal objectives in participating? Explain.
12. What, to you, was the most unexpected thing that happened related to planning and preparations for, execution of, or follow up to the fair? Please elaborate--why was it unexpected? what was your reaction to it? was it positive or negative? what did you

d you feel about your working relationships with various individuals and grou
MESS and non-SADMESS) working on the fair?

3) POST-FAIR SURVEY OF PEOPLE INVOLVED IN PLANNING AND EXECUTION OF FAIR.

These included downtown businessmen, volunteers, exhibitors, SSEC and ERIC staff members, and members of the SADMESS and the BE Advisory Boards. The SADMESS students themselves conducted this survey during the three weeks following the fair. After a few days' rest to recuperate from the fair, we spent a couple of days designing a questionnaire, trying to make sure our questions got at the most important things. We divided up the tasks of administering the questionnaire and trekked out into the community once more. Some people we simply asked to fill out the questionnaire in writing; others we interviewed, using the questionnaire as our guide.

The interviewing experience, for most of us, was sorta depressing. We asked for criticism as well as compliments, and when that criticism came it was a bit hard to keep from being defensive and sit back listening openly and objectively to another person's viewpoint. It is especially hard, perhaps, to be open to criticism of your endeavors right after you have finished a project and have not yet "come down" from the hours of frantic, last-minute hard work and commitment. Nevertheless, we knew that if we wanted to get vivid reactions from Boulderites, we would have to talk to them while the fair was still fresh in their minds.

Some of the questions we asked were:

1. When did you first learn of Boulder Experiments?
2. How did you hear of Boulder Experiments?
3. What was your initial reaction to the idea of
4. What was your initial reaction to the way
5. What was your initial reaction to young
6. Why did you get involved in the fair?
7. Would you support a fair again?
8. What did you like best about the fa
9. What did you like least about the

SURVEY OF PEOPLE INVOLVED IN PLANNING AND EXECUTION OF FAIR.

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Some of the questions we asked were:

1. When did you first learn of Boulder Experiments?
2. How did you hear of Boulder Experiments?
3. What was your initial reaction to the idea of the fair?
4. What was your initial reaction to the way that the fair was organized?
5. What was your initial reaction to young people being involved?
6. Why did you get involved in the fair?
7. Would you support a fair again?
8. What did you like best about the fair?
9. What did you like least about the fair?

4) ECONOMIC SURVEY OF DOWNTOWN BUSINESSES.

Right after the fair, several of Jim Davis' students in his economics class at the University conducted a survey to find out how the fair affected business in the downtown area. They wanted to know how downtown sales on the Boulder Experiments-Mother's Day weekend compared with Mother's Day weekend sales in previous years. They went to each store in the fair area and asked for their sales figures for Mother's Day weekend for this year and the past five years.

5) EXAMINATION OF PRE-FAIR RECORDS OF THE PLANNING PROCESS.

In addition to gathering information on reactions to Boulder Experiments
and after the fair, the SADMESS staff kept occasional personal logs thro
the year, tape recorded many of its group discussions, and saved virtuall
shred of paper, from scribbled notes to calendars to formal typewritten l
Though sorting all this accumulated stuff has been somewhat of a headache
has helped us reconstruct the process from beginning to end.

6) UNSOLICITED FEEDBACK ON THE FAIR AND THE PLANNING PROCESS.

A number of people wrote us letters or spoke to us after the fa
criticisms and compliments both. Also, there have appeared here
some miscellaneous items which have given us indications of the
Boulder Experiments--for instance, the mimeographed flier about
street fair (shown in "Getting All Together") was handed out th
the fair by we-know-not-whom-but-we-thank-him-very-much-for-the-

7) SOMETHING THAT DIDN'T COME OFF.

In addition to all the above efforts at acquiring feed
that didn't come off--a head count of the BE bus rider
drivers with little mimeographed sheets to fill out on
rode their buses each run. Unfortunately only four dr
out the forms. From the look of the few that were fil
our own observations of the buses, not very many peopl
as many as ride the regular Public Service buses.

As you can see, we weren't able to carry out our initial plans to conduct a "fancy
of a random sample of Boulderites, such as that described in our initial evaluatio
certainly unfortunate, for such a survey would have given us some firmer data agai
measure the information garnered on our other surveys. We could have gotten an id
portions of the community actually attended the fair, why they did or didn't atten
people (age, occupational status, sex, etc.) did and didn't attend the fair, what
licity were most important in getting different kinds of people to the fair, and s
had gotten this kind of data, we might have been able to make some much better and
commendations to others planning to put on similar community efforts.

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6) UNSOLICITED FEEDBACK ON THE FAIR AND THE PLANNING PROCESS.

A number of people wrote us letters or spoke to us after the fair, giving us criticisms and compliments both. Also, there have appeared here and there some miscellaneous items which have given us indications of the reception of Boulder Experiments--for instance, the mimeographed flier about having a weekly street fair (shown in "Getting All Together") was handed out the second day of the fair by we-know-not-whom-but-we-thank-him-very-much-for-the-compliment.

7) SOMETHING THAT DIDN'T COME OFF.

In addition to all the above efforts at acquiring feedback, we tried one thing that didn't come off--a head count of the BE bus riders. We furnished the bus drivers with little mimeographed sheets to fill out on the number of people who rode their buses each run. Unfortunately only four drivers remembered to fill out the forms. From the look of the few that were filled out, however, and from our own observations of the buses, not very many people rode the buses--not even as many as ride the regular Public Service buses.

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what e

Though the data from our surveys are really rather weak and undefinitive, we'd lik
on some of the results of the surveys here. We won't give all the figures, but we
show some of the highlights, both good and bad.

1) WHAT THE PEOPLE WHO ATTENDED THE FAIR THOUGHT

Most of the people interviewed on-site during the fair considered the event a big success. Of the 181 people interviewed, 170 said they would like to see a similar fair put on next year and only
would not, with one person maki
ment. The ratings given on the
about overall reactions to the
out like this:

What is your overall reaction to the Fair?

positive	95	62	14	8	negative
boring	7	16	60	88	interesti
educational	56	59	44	16	not instr
ineffective	8	28	70	58	successfu
enjoyable	101	40	18	8	no fun
well-organized	53	58	34	20	inefficie
useless	8	12	43	104	worthwhil
happy	113	39	11	1	sad

(The totals do not all come out the same for each scale
some people did not answer all questions.)

As you can see, we got very positive responses on positive/negative, enjoyable/no fun, useless/worthwhile, and happy/sad. We did not do so well on educational/not instructive and well-organized/inefficient, though. We were a little disap
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about the educational value of
since one of our main purposes
However, on the organization ra

what everyone thought

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t of the people interviewed on-site ing the fair considered the event a big cess. Of the 181 people interviewed, said they would like to see a similar fair put on next year and only 10 said they would not, with one person making no comment. The ratings given on the question about overall reactions to the fair fell out like this:

What is your overall reaction to the Fair?

positive	95	62	14	8	negative
boring	7	16	60	88	interesting
educational	56	59	44	16	not instructive
ineffective	8	28	70	58	successful
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you can see, we got very positive reonses on positive/negative, enjoyable/no n, useless/worthwhile, and happy/sad. We d not do so well on educational/not inructive and well-organized/inefficient, though. We were a little disappointed that so many people were not very enthusiastic about the educational value of the fair, since one of our main purposes was education. However, on the organization rating, we were not at all surprised--in fact, we would have rated ourselves more harshly on that count.

We discovered in looking over these ratings that you can't consider them hard and fast evidence of the success of the fair, though they do give a reasonable indication of how the people who attended felt about it. One problem with this data is that our tallies didn't add up right, so you have to say "give or take a few" after each figure given in the table. Also, probably sometimes the people filling out the form or answering the interviewers' spoken questions didn't really understand the question. For instance, we got a couple of forms on which the respondent said the fair was "no fun" in one question, but later on under subsequent questions indicated he'd had a great time, thought we should have another fair next year, etc.

You've got to remember, too, that these are answers only from people who actually went to the fair. And those people were not a typical cross-section of Boulder's population. Much as we'd wanted to make this fair for EVERYONE in Boulder, only certain kinds of people came: 144 of the 181 interviewed were 30 or under; a large number gave "student" as their occupation. (This, of course, could have resulted from the selective bias of the interviewers; however, from our own observations of the people at the fair, we'd guess that the majority of the people attending were young and not very "straight.")

When asked what attracted them to the fair, we found that all the channels of publicity that we had used had had some effect. There were more than 181 responses, since some people had heard of the fair from more than one source:

81	ieard about it from fri
34	ieard about it from fam
50	saw posters advertising
21	ieard about it on the r
50	:ead about it in the ne
52	:ound out from some oth source (many in this ca vere "drop in" business :hey'd driven past the :own area and seen that :hing was going on, the seen the dome near the and stopped to look at

Most peo)le came to the fair wi
or by themselves (61). But 15
their parents and 35 with other
their families.

2) WHAT THE PEOPLE WHO WORKED ON T

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81	heard about it from friends
34	heard about it from family
50	saw posters advertising it
21	heard about it on the radio
50	read about it in the newspaper
52	found out from some other source (many in this category were "drop in" business--they'd driven past the downtown area and seen that something was going on, they'd seen the dome near the library and stopped to look at it, etc.)

Most people came to the fair with friends (67) or by themselves (61). But 15 came with their parents and 35 with other members of their families.

2) WHAT THE PEOPLE WHO WORKED ON THE FAIR THOUGHT

We won't go into all the nitty-gritty results of the post-fair survey of a sample of people who were directly involved in the planning, preparation, and execution of the fair. That would take too long and probably be boring to most people. (Though, we'd be happy to furnish copies of our tally sheets to anyone interested.)

The most interesting and telling responses, from our point of view, were to the following questions:

What did you think of the plans for the fair during each of the following

	Unclear or no response	Very Positive	Positive	Neutral	Negative	V N
December to April 1	4	8	20	20	8	
April 1 to May 12	6	11	26	10	10	
During fair	6	9	22	10	11	
After fair	7	6	16	18	11	

Total responses =

As you can see, we started out with a pretty blah image--opinions were spread across the board, though inclined somewhat toward the positive end. Then as the fair approached, opinions of our capabilities and organization improved. This was probably in great part due to the inspiration and trepidation instilled in us by the Downtown Businessmen's Association--at their bidding we really began to shape up on our planning and arrangements, and this undoubtedly gave a boost to our self-confidence and, hence, our public image. During the fair, apparently, people who worked with us began to have second thoughts--it was a pretty chaotic event in many ways, and great gaps and foul-ups glared blatantly where our own planning failed us or people who had made "firm" commitments did not come through. (We learned an awful
the meaning of "firm commitment
this experience.) Finally, aft
our image grew even worse than
started.

Even so most of the responses a
in the center of the range, lea
only slightly--towards the posi
least we can rest easy knowing
do an exceptionally lousy job o
though we can't claim to have d
up job like nothing Boulder's e
perienced before. The latter i
what we spent too much time dre
doing and not enough time worki

The responses to the question b
feel a little more encouraged a
success of the fair than did th

What did you think of the plans for the fair during each of the following periods?

	Unclear or no response	Very Positive	Positive	Neutral	Negative	Very Negative
December to April 1	4	8	20	20	8	2
April 1 to May 12	6	11	26	10	10	0
During fair	6	9	22	10	11	4
After fair	7	6	16	18	11	4

Total responses = 62

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mage--opinions were spread across the
though inclined somewhat toward the
ve end. Then as the fair approached,
ns of our capabilities and or-
tion improved. This was probably in
part due to the inspiration and tre-
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ssmen's Association--at their bidding
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c event in many ways, and great gaps
ul-ups glared blatantly where our
anning failed us or people who had
firm" commitments did not come
through. (We learned an awful lot about the meaning of "firm commitment" through this experience.) Finally, after the fair, our image grew even worse than when we had started.

Even so most of the responses are clustered in the center of the range, leaning slightly--only slightly--towards the positive. At least we can rest easy knowing that we didn't do an exceptionally lousy job of it, though we can't claim to have done a bang-up job like nothing Boulder's ever experienced before. The latter is, of course, what we spent too much time dreaming of doing and not enough time working at doing.

The responses to the question below made us feel a little more encouraged about the success of the fair than did those to the question described previously, about our organization (or lack of it).

Would you support a fair again?

23	a.	Yes
4	b.	No
32*	c.	Yes, IF: (check one or more of the following)
26		Better planning and organization, including starting earlie
5		Different location
6		Different date
12		More variety
7		A more specific focus on the community and environment
6		Less political
5		Other
3		No response or unclear response

*Some people checked more t
blank under c.

We felt that this was overwhelming demonstration that some kind of community fair was a good idea and would be able to find support in the future. However, you will note that the 26 responses in favor of "better planning and organization" reinforce what we learned in the previous question.

Thus, we can't emphasize enough to anyone planning to take on such a project: really work hard at developing an efficient, smooth-running, eas
organization peopled with co
rough, realistically self-co
flexible, responsible member
mean you have to set up a bu
quite the contrary: on a pr
this you need an organizatio
instantly responsive and mal
does mean, though, that your
be clearheaded and realistic
it can accomplish with the l
confusion, last-minute frant
flare-ups, and disappointmen

ion described previously, about our
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Would you support a fair again?

23 a. Yes
4 b. No
32* c. Yes, IF: (check one or more of the following)

26 Better planning and organization, including starting earlier
5 Different location
6 Different date
12 More variety
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6 Less political
5 Other

3 No response or unclear response

*Some people checked more than one blank under c.

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, we can't emphasize enough to any- planning to take on such a project: ly work hard at developing an efficient, smooth-running, easy-to-understand, organization peopled with competent, thorough, realistically self-confident, flexible, responsible members. That doesn't mean you have to set up a bureaucracy--quite the contrary: on a project like this you need an organization that can be instantly responsive and malleable. It does mean, though, that your group should be clearheaded and realistic about how much it can accomplish with the least amount of confusion, last-minute frantics, temper flare-ups, and disappointments.

3) HOW THE FAIR AFFECTED DOWNTOWN BUSINESS

We really don't know how the fair affected downtown business--as you can see in the report of the economic survey d

Davis's students below:

The analysis of business' reactions to Boulder Experiments Environmental Fair h

is limited by two factors: a) the inability of unwillingness of many firms to

figures and/or comments, and b) a major extra variable: the downtown antiwar d

We must essentially disregard the analysis on the basis of sales figures, as on

nearly 60 affected businesses supplied this information. Therefore, we are for

consider the analysis in the light of subjective evaluations. The evaluations

by managers or owners when possible, or otherwise through other personnel. The

fall roughly into three categories: that the fair was beneficial, that it was h

that the fair had no apparent effect on business.

Those whose business fared better than usual or better than at this time last y

previous years included:

- Boulder Human Arts Shop and Gallery
- The Quartermaster Government Surplus
- The Cotangent
- The Candle Shop
- Cottrell's
- The Stage
- Stage House II
- Galeria Equitoriana

Those whose business was less profitable than usual or less profitable than at

last year or in previous years included:

- Aber's Music City
- Brooks-Fauber
- Pat's Booterie
- Crowder's Jewelry and Gifts
- Woolworth's
- China Jones
- Glen's Photo and Hallmark Shop
- Durr's Fabrics
- Carl's Hobby Shop
- Valentine's
- Candy
- Kahn's
- Conoco
- Aquarium Shop
- Sundance Company Ame Indian Arts

Those whose business showed neither significant gain nor loss included:

- Pro-Mat Paints
- Yarn Boutique
- Express Press
- Bartlett's
- Octopus Waterbeds
- Raven Bookstore
- The Letterhead
- Boulder Valley Folk Arts Fellowship
- Orangutang
- Firestone
- Photography by Hans
- The Printed Page
- Cook Pain
- Aristocrat Steak Hou
- Boulder Arts and Cra
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- Boulder Arts and Crafts
- Smith Shoe Company

A proportionately large number of businesses in the positive range carry merchandis
the arts-and-crafts or gift variety, accounting perhaps in part for their greater s
in the days prior to Mother's Day. However, Cottrell's (the Man's Store) also repo
increased sales volume, as did the Cotangent (a youth-oriented clothing place) and
Quartermaster Government Surplus. Increased walk-in volume was repeatedly cited a
probable factor. Although Cottrell's experienced good sales, the manager detailed
dissatisfaction with the fair itself, saying he considered it disorganized and inco
Noteably, Boulder Human Arts Shop and Gallery experienced a 500-600 percent increas
sales.

Those who felt the fair adversely affected their businesses consistently cited anti
demonstrations earlier in the week and political incorporation in the fair itself a
negative factors. Mr. Wattles of Pat's Booterie termed the fair's effect "disastro
He allowed that everyone has his own political views, but added that he doesn't wan
expressed in front of his store on Pearl Street. Mrs. China Jones was repelled by
commerciality of many of the booths. Significantly, perhaps, few of the negative-e
businesses carry items primarily appropriate for gift-giving on Mother's Day.

Those whose businesses were not affected significantly in either direction expresse
various viewpoints. Octopus Waterbeds' spokesman said that his sales did not direc
increase during the fair, but there was so much more walk-in traffic than usual tha
is confident that future sales will result from the increased exposure. Photograph
by Hans' spokesman indicated that net business was not affected, but more appointme
than usual had been cancelled, possibly because of fear of demonstrations in the ar
Mr. Rob Smith of Smith Shoe Company expressed great dismay that the number of booth
been cut drastically from the poposed 85 to something like 17 [sic]. He said that
indicated to him that there had been a lack of firm commitment to Boulder Experimen
a greater number of the exhibits and booths than the Downtown Businessmen's Associa
had been led to assume. He spoke for many of the businesses surveyed when he said
not approve of another fair in the six-block area next year or any other time unles
was more highly organized. He also acknowledged that the timing of President Nixon
announcement of the Vietnam War escalation was unfortunate.

We recommend that in addition to a stronger commitment policy for tighter organizat
Boulder Experiments secure far in advance the cooperation of every business directl
volved in future mall projects. We believe that the malling of streets is a worthw
undertaking in itself for the novelty of the idea and therefore, hopefully, for inc
business. But there is a larger concern here. Successful malling with interesting
profitable attractions increases the public's receptivity to the mall concept in ur
districts--a practical step forward in the struggle in which Boulder has already em
as a leader--the struggle to regain man's harmony with the environment.

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for Jim Davis

4) YOU CAN'T PLEASE ALL OF THE PEOPLE ALL OF THE TIME

Perhaps the one lesson we learned better than any other from the information we gathered in our surveys was that EVERYONE SEES THE WORLD FROM A SLIGHTLY DIFFERENT ANGLE. Just look at some of the comments we found on the questionnaires:

- ON THE ATMOSPHERE

Liked most*: "Atmosphere."
Liked least*: "The hippie atmosphere at the fair."
Liked most: "...relaxed atmosphere."
Liked most: "Friendly atmosphere..."

- ON ATTENDANCE

Liked least: "Disappointed that more people didn't come."
Liked most: "The fact that the attendance was better than I expected."
Liked least: "Crowds, too noisy."
Liked least: "Not enough people."

- ON PARTICIPATION BY A CROSS-SECTION OF THE COMMUNITY

Liked most: "Involvement of total community."
Liked least: "The lack of participation by citizens."
Liked least: "That very few downtown merchants actually participated..."
Liked most: "Cross-age, cross-profession, business participation."
Liked least: "The type of peop
to...fair and advertising di
wrong."
Liked most: "Participation of
spectrum of community..."
Liked least: "It brings the wr
of people downtown."

Liked most: "Exciting--the peo
Liked least: "Too many uptight
Liked least: "All of the hippie
Liked least: "Pushy salesmen."
Liked least: "Lack of neat dres
Liked least: "The negative atti
the Boulder merchants."
Liked least: "Too many hippies
are in this town."
Liked least: "The Cops (marshal
Liked least: "The 'Old Men.'"
Suggested change: "Involve seni

- ON SELLING

Suggested change: "...less mone
ects..."
Liked least: "Not being able to
goods."
Suggested change: "Have no sale
Suggested change: "Permit craft
sell."
Suggested change: "Should sell
Suggested change: "Free food."
Suggested change: "Free everyth

- ON VARIETY AND REPRESENTATIVENES
HIBITS

Liked most: "The variety of int
small efforts..."
Suggested change: "More variety
Liked least: "The limitation to
economic groups; not enough r

***These comments were taken from questions in the surveys asking "What did you like most about the fair? least about it? What changes would you suggest?"**

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Liked most: "Participation of a wide spectrum of community..."
Liked least: "It brings the wrong kind of people downtown."
Liked most: "Exciting--the people."
Liked least: "Too many uptight people."
Liked least: "All of the hippies."
Liked least: "Pushy salesmen."
Liked least: "Lack of neat dress..."
Liked least: "The negative attitudes of the Boulder merchants."
Liked least: "Too many hippies and scum are in this town."
Liked least: "The Cops (marshals)."
Liked least: "The 'Old Men.'"
Suggested change: "Involve senior citizens."

• ON SELLING

Suggested change: "...less money projects..."
Liked least: "Not being able to buy or sell goods."
Suggested change: "Have no sales..."
Suggested change: "Permit craftsmen to sell."
Suggested change: "Should sell beer."
Suggested change: "Free food."
Suggested change: "Free everything."

• ON VARIETY AND REPRESENTATIVENESS OF EXHIBITS

Liked most: "The variety of interesting small efforts..."
Suggested change: "More variety..."
Liked least: "The limitation to non-economic groups; not enough re-

---

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presentation from opposing viewpoints."

Complaint during fair at HQ: "Why are you letting a fraud like Mazda participate in an environmental fair?"

Liked least: "There was nothing forward about it; it seemed like going back to the caveman and do-it-yourself. The Mazda was the only forward looking thing."

Liked least: "Probably some of the exhibits that promote products."

Liked most: "The Coors exhibit; it was very educational."

Liked least: "The Coors aluminum display because I think it is a big show they put on so people will think they are ecological."

Suggested change: "More love needed and spiritual values."

• ON WORKING WITH THE B.E. STAFF

Liked most: "Working with you."

Liked least: "Shabby treatment of volunteers by B.E. staff."

• ON THE EXTENT OF THE FAIR

Liked least: "Too spread out."

Suggested change: "Larger, close more streets."

Suggested change: "Make it more concentrated."

Suggested change: "Make it bigger."

Suggested change: "Perhaps narrower range of exhibits and activities--things seemed to be spread a little thin."

Liked least: "Not enough streets closed."

Suggested change: "More exhibits."

Liked least: "I was disappointed that during the fair anybody who wanted to set up a 'booth' could do so."

• ON POLITICAL (i.e., WAR/PEAC
AND EXHIBITS

Liked most: "Viet Nam pictu
Liked least: "Emphasis on V
Liked most: "Anti-war displ
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• ON ACTIVE INVOLVEMENT OF PEOP

Liked most: "Craft people le
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Suggested change: "Not enoug
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Liked most: "Folk dancing--b
mass participation."

Suggested change: "Active ev

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• ON POLITICAL (i.e., WAR/PEACE) ACTIVITIES AND EXHIBITS

Liked most: "Viet Nam picture display."
Liked least: "Emphasis on Viet Nam."
Liked most: "Anti-war display."
Liked least: "The politics."
Liked most: "Political petitions."
Liked least: "Draft counseling, because I think they are using the fair to recruit people."
Liked least: "Attempt to turn an excellent concept into something less by allowing political extremists to hawk their wares. Some of we exhibitors at the fair felt we were being tricked into participating and being identified with political thinking which to us was (and is) un-American."

• ON ACTIVE INVOLVEMENT OF PEOPLE WHO ATTEND

Liked most: "Craft people letting viewers work with their media--communication opportunities."
Suggested change: "Not enough teaching of crafts, etc."
Liked most: "Do-it-yourself exhibits."
Suggested change: "...have more demonstrations, more things that will involve people."
Liked most: "Folk dancing--because of mass participation."
Suggested change: "Active events."

• ON THE DOME

Liked most: "The Dome..."
Liked least: "The Dome..."

- ON THE CARNIVAL

Liked least: "Carnival."
Liked most: "The Carnival area."

- ON THE MUSIC

Liked most: "The music..."
Liked least: "Needs music."
Suggested change: "Live music."
Like most: "The singing groups."

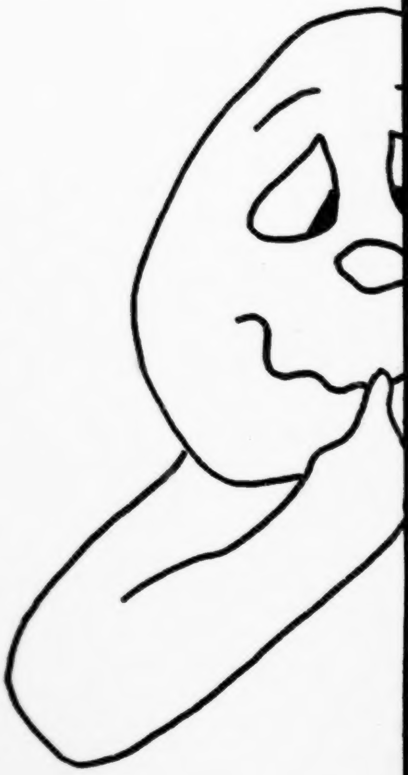
- ON THE FOOD

Liked least: "Having no food around."
Liked most: "Food house."
Liked least: "Food business."
Liked most: "Organic foods; until fair I didn't know anything about organic foods."
Liked least: "It was very unbusinesslike, and why the selling of food? The people selling the cookies looked dirty and the cookies were unwrapped. This is against all health laws and this was called health food! The people running the fair slipped to let people like that in."

- IN GENERAL

Liked least: "Nothing."
Liked least: "There ain't nothin' to it."

BUT EVEN IF YOU CAN'T PLEASE ALL OF THE PEOPLE ALL OF THE TIME, you can try to please a lot of the people for a short time--and we did have a little success at that during Boulder Experiments. After all, they didn't run us out of town on a rail--and some even said they might like to have another similar fair next year, IF.........



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5) WHAT THE SADMESS STAFF ITSELF THOUGHT OF ITS EFFORTS

The following are some of the comments and information collected from the evaluation questionnaire we all filled out week after the fair.

WOULD YOU DO IT AGAIN? WHY OR WHY NOT?

"Yes, because it would be satisfying to do it in a better way."

"No, too complicated."

"I probably would work on another project of similar scope, mostly because it makes me feel that what I am doing is important."

"No, not unless I wasn't going to school and making more money. Because I nearly blew my head many times trying to get all the things I had to do done and payed for."

"Yes, but not immediately because I'm tired. I'd do it because it's a good idea and it's fun."

"Maybe--if I had a big role in it working with people I dug and tho could organize something well."

"Perhaps, under different circums

"Yes, I like getting involved in munity, organizing, planning, and cuting an idea."

"Perhaps, but *very* differently. learn a lot and there were many g fying moments--though not enough

"I might not, but I think it shou done again and again. The good f among people was very rewarding. community needs more such joint a

HOW DID YOU FEEL ABOUT THE VARIOUS NON-SADMESS INDIVIDUALS AND GROUPS YOU WORKE

"No feelings--OK."

"Public schools--frsutrated with lack of cooperation on junior marshals."

"Public schools--fairly nice."

"Schools very helpful."

"BVPS--generally nice enough, but rarely went out of their way to h Teacher consultants were not help

"School administration--fine, but contribution."

THE SADMESS STAFF ITSELF THOUGHT OF ITS EFFORTS

ollowing are some of the comments and rmation collected from the evaluation questionnaire we all filled out about a week after the fair.

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"Maybe--if I had a big role in it and was working with people I dug and thought we could organize something well."

"Perhaps, under different circumstances."

"Yes, I like getting involved in the community, organizing, planning, and executing an idea."

"Perhaps, but very differently. I did learn a lot and there were many gratifying moments--though not enough perhaps."

"I might not, but I think it should be done again and again. The good feeling among people was very rewarding. The community needs more such joint activity."

DID YOU FEEL ABOUT THE VARIOUS NON-SADMESS INDIVIDUALS AND GROUPS YOU WORKED WITH?

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blic schools--fairly nice."

hools very helpful."

"BVPS--generally nice enough, but only rarely went out of their way to help. Teacher consultants were not help at all."

"School administration--fine, but minimal contribution."

"SSEC and ERIC staff--I was amazed at how willing everyone was to help."

"SSEC and ERIC staff--highly supportive."

"The ERIC and SSEC staffs were very cooperative and worked hard."

"SSEC and ERIC--outstanding."

"SSEC and ERIC overall were really great in pitching in at last minute--especially the Teacher Associates; got mad at one of the staff members, but that's not unusual."

"SSEC and ERIC--some individuals really came through, essential."

"Volunteers--those who did help went out of their way and were great."

"Volunteers were good but not reliable."

"Volunteers seemed to work hard and were pretty responsible."

"Volunteers--interested but mostly not committed."

"Volunteers--it always pleasantly surprises me when anyone volunteers to do anything! Debbie, Kit, Dixie really knocked themselves out for us."

"Volunteers: same as SSEC and ERIC--some individuals really came through."

"I felt really good when we hired Rifkin and Hodes. I'm sure without them the fair wouldn't have happened because we were all tiring from the battle and they came and got things going again."

"Exhibitors were okay, I guess; at least we got plenty of participation."

"Exhibitors--surprised me that so many 'respectable' ones failed to show up; amused at Dow Chemical's las
cancellation, in view of the
demonstrations during the we

"The exhibitors weren't clea
cept behind the fair."

"Exhibitors--mostly interest

"I was really ticked off at
who didn't show."

"Businessmen--could have hop

"Downtown businessmen--a few
others weren't."

"Downtown businessmen--some
poor."

"Many of the businessmen are
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"City and county officials--
really cooperative."

"City and county--cautious."

"City--Bob Sample really did
his way to help."

"County--unpleasant incident
the courthouse lawn left sou
my mouth."

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ot plenty of participation."

ibitors--surprised me that so many
spectable' ones failed to show up;

amused at Dow Chemical's last minute cancellation, in view of the antiwar demonstrations during the week before."

"The exhibitors weren't clear on the concept behind the fair."

"Exhibitors--mostly interested in publicity."

"I was really ticked off at the exhibitors who didn't show."

"Businessmen--could have hoped for more."

"Downtown businessmen--a few were great, others weren't."

"Downtown businessmen--some great, some poor."

"Many of the businessmen are pretty all right--Jay Tracey's far out!"

The businessmen were cautious, but supportive and then disappointed."

"Businessmen--Oh my! I'll never understand the conservative businessmen of the world. But Tracey was great; Munsen, amazing! All in all, though, I'm still uncomfortable around most 'businessmen.'"

"City and county officials--so-so, not really cooperative."

"City and county--cautious."

"City--Bob Sample really did go out of his way to help."

"County--unpleasant incident over use of the courthouse lawn left sour taste in my mouth."

"City and county--cooperative, but minimal contribution."

"Advisory Boards--not much real help beyond moral support."

"Advisory Board members were interested but uninvolved, skeptical."

"Advisory Boards--didn't do much. Brad Leach's early enthusiasm pleasantly surprised me."

"Advisory Boards--a couple of members really helped, otherwise not much."

"The people who attended the fa
really nice."

"The School administration, cit
county officials, and DT Busine
were, in the end, a detriment.
and ERIC staff were tremendous.
exhibitors and volunteers were
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cause we didn't try hard enough
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OVERALL, HOW WOULD YOU RATE THE PLANNING AND PREPARATION PHASE OF THE FAI

Bad	/ X /X X X/X X /X XXXX/X /	Good
Continuously a Hassle	/X X X/ XX XXXXX XX /X X / /	Occasion a Hassle
Not Fun	/ X X/X / X X X/X X/X XX X/	Fun
Dull	/ X/ X/X X / X XXX/XX X X/	Interest
Too Much Work	/ XX/X X XX X/X XX /X X/ /	Too Litt Work
Efficient	/ / / XXX XXX XXX / X XX/	Ineffici
Instructive	/XX X X/X XXX X/ X X X/ / /	Not Inst

HOW DID YOU FEEL ABOUT WORKING RELATIONS AMONG OUR OWN SADMESS STAFF?

Things you didn't like:

"Took too long to get something done."
"Communication was often very poor."

"There was a lot of duplicati
effort and things not getti
at all."

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"The people who attended the fair were really nice."

"The School administration, city and county officials, and DT Businessmen were, in the end, a detriment. SSEC and ERIC staff were tremendous. Some exhibitors and volunteers were adequate, depending on how we used them. SADMESS and BE Advisory Boards did little because we didn't try hard enough to get them involved.

OVERALL, HOW WOULD YOU RATE THE PLANNING AND PREPARATION PHASE OF THE FAIR?

Bad	/ X /X X X/X X /X XXX X/X /	Good
Continuously a Hassle	/X X X/ XX XXXX XX /X X / /	Occasionally a Hassle
Not Fun	/ X X/X / X X X/X X/X XX X/	Fun
Dull	/ X/ X/X X / X XXX/XX X X/	Interesting
Too Much Work	/ XX/X X XX X/X XX /X X/ /	Too Little Work
Efficient	/ / / XXX XXX XXX / X XX/	Inefficient
Instructive	/XX X X/X XXX X/ X X X/ / /	Not Instructive

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mmunication was often very poor."

"There was a lot of duplication of effort and things not getting done at all."

"You always get tired of the people you work with."

"Too many subtle hassles, not out in the open; many concerning lazy individuals."

"Conflicts between BE staff and School-book staff."

"Too much getting shoved from one person to another on tasks--'I don't know, ask...I don't know, ask...'"

"Unequal distribution of tasks."

"The lack of communication which led to a duplication of efforts and multiple contacts with the
people."

"Steve M. was frequently too
a con artist with the rest
staff."

"Steve H. has too many good i
several points I got tired
creativity and just wanted
carry out his ideas."

"Jon didn't really buckle dow
late in the game."

"The difficulty in getting a
the need for organization."

Things you did like:

"Although nerves frazzled, we kept our cool generally."

"Everyone seemed very willing to help out and give advice (asked for or otherwise) whenever a problem came up."

"It was always relaxed and open and honest."

"A lot of good people working hard and together."

"Got to know some people better."

"Willingness to work."

"Cooperation and division of

"Janey really blossomed."

"Jon finally did come through

"Steve M's faith frequently k
going at low points."

"Steve H. and Rifkin just VOL
out of the blue!"

"Allan really was conscientio

"Generally, a happy time at t

WHAT WERE THE FIVE MOST IMPORTANT THINGS YOU LEARNED THROUGH THE EXPERIENCE--TH
PROCESS?

The "Kids":

"About people."

"About planning and execution."

"Legal hassles."

"More things to consider than one thought originally."

"General info about how to approach people."

"Delegating responsibilities-
several times when I had to
someone, 'Look, I can't do
myself.'"

"I learned a lot about power,
cally from the dealings wit
and my personal experience

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"Steve H. has too many good ideas--at several points I got tired of his creativity and just wanted him to carry out his ideas."

"Jon didn't really buckle down till late in the game."

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"Allan really was conscientious."

"Generally, a happy time at the fair."

WERE THE FIVE MOST IMPORTANT THINGS YOU LEARNED THROUGH THE EXPERIENCE--THE WHOLE SS?

Kids":

out people."

out planning and execution."

gal hassles."

re things to consider than one thought riginally."

neral info about how to approach people."

"Delegating responsibilities--there came several times when I had to say to someone, 'Look, I can't do all this by myself.'"

"I learned a lot about power, specifically from the dealings with the DBA and my personal experience with Jr.

Marshal applications and the school district."

"A very basic course in how not to be organized."

"I learned that people in high places are easier to deal with than minor bureaucrats--learned this from talking to them."

"I learned some of my limits--all the time."

"I learned how unseriously people take high school kids."

"I learned what difference there was between my friends and me."

"I learned a lot about how I ca my life what I want it to be gaining confidence."

"Relations to people."

"Keeping my head (especially du crisis)."

"Organizing."

"Having fun while it happens."

"You can pull things off."

"Can't really think of anything basically I think I could be better organized now."

"I don't know."

The "Gr'ups":

"My learning involved people: young people do not see ahead but deal with the immediate situation. This was clear when Steve said on May 11 he finally realized what a big undertaking the fair was. It was then clear to me why he was not as worried about the fair as the professional staff."

"I learned an awful lot about Boulder, who's who, how the city is run, etc."

"I learned really a lot about power and influence--Boulder's power structure and our own group's interpersonal influence network. Stuff I knew intellectually already but still had to learn emotionally--in the gut, sorta."

"I *didn't* learn much about env problems."

"This is hard to answer."

"The complexity of planning fo undertaking."

"Difficulty of working with hi students who seemed less conc about organization."

"Need to help students learn h through on a set of contacts ginning to end."

"Allow enough time, particular motion."

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earned some of my limits--all the me."

earned how unseriously people take gh school kids."

earned what difference there was be- een my friends and me."

"I learned a lot about how I can make my life what I want it to be by gaining confidence."

"Relations to people."

"Keeping my head (especially during the crisis)."

"Organizing."

"Having fun while it happens."

"You can pull things off."

"Can't really think of anything--basically I think I could be a little better organized now."

"I don't know."

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"I didn't learn much about environmental problems."

"This is hard to answer."

"The complexity of planning for such an undertaking."

"Difficulty of working with high school students who seemed less concerned about organization."

"Need to help students learn how to follow through on a set of contacts from beginning to end."

"Allow enough time, particularly for promotion."

IF YOU WERE GIVING ADVICE IN THE FORM OF "DO's" AND "DON'T'S" TO SOMEONE ELSE PLANNING TO PUT ON A SIMILAR EVENT, WHAT WOULD THAT ADVICE BE?

"Make sure that you have good organization."

"Don't run around like a chicken with its head cut off, you get a lot more done that way." (SIC)

"DON'T--ha, ha! Don't forget to tell everyone till the last minute. Be VERY organized--everything fits under that."

"DO start in advance. DON'T trust any public official. DO get a 'ton' of publicity. DON'T count on anything."

"?"

"Lay down more structured guidelines at an earlier point, but be open to well organized and coordinated flexibilities."

"Contact local 'power' groups early. Keep plans to realistic scale. Clearly define focus. Work with dependable people. Check and double-check commitments--and then again. Control international politics so they will not interfere with your plans."

"DO make plans, commitments, etc., tight one month before event. Early publicity. Clearly organize and divide up tasks and stick to it. DON'T wait till the last minute to get necessary permissions. Get permissions early and then include permission granters in planning."

"Do more critical planning and specifying of what the fair is. Don't try to do too much. Take more time, allow at least a month for advertising. Get organized sooner and have people responsible to check up on others."

the end